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TESIS DOCTORAL

A MODEL STRATEGY FOR SUCCESS IN
THE MARKET OF FREELANCE
TRANSLATORS: KEY DETERMINERS

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To my parents and my grandmother, who taught me how to fly.

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ABSTRACT

Freelance translators need a complex set of skills and a strategy in order to succeed. State of the art about success in the fields of translation studies and freelance translation is complemented by other disciplines that study success so as to establish a more comprehensive theoretical framework. This study aims to identify the specific competences of successful freelance translators, define success from the point of view of freelance translators, and create a model strategy for success in the market of freelance translators.

Objectives are explored through an overview of freelance translators's profession, and proposing the model of freelance translator's competence (TET) in particular; and through three studies regarding the behavior of freelance translators in general and top-rated ones, and comparing the perception of freelance translators and clients; daily activities of freelance translators; and the profile of a successful freelance translator. Methodology comprises focus group (powwows), two questionnaires, an e-mail interview and a diary study, whereas the sample population includes freelance translator in general, top-rated freelance translators, and clients worldwide. Key findings entail data on the complexities of freelance translators' career, clients' preferences, differences in the working patterns between freelance translators in general and top-rated ones, and result in proposing the TET model, a definition of success in freelance translation and a model strategy for success.

Results suggest the model strategy for success could be a theoretical and practical skeleton for both existing and prospective freelance translators and translation students, and it can be customized according to their needs and preferences.

Keywords: internet freelancing, freelance translator, successful translator, freelance translator's competence, model strategy, success

RESUMEN

Los traductores que trabajan por cuenta propia necesitan contar con una compleja serie de habilidades y estrategia para poder tener éxito. Las investigaciones de vanguardia en relación con el éxito en los campos de estudios de traducción y traducción autónoma se complementan con otras disciplinas que analizan el éxito para poder así establecer un marco teórico más exhaustivo al respecto. El presente estudio tiene por objeto identificar las competencias específicas de los traductores que trabajan por cuenta propia de manera exitosa, definir en qué consiste el éxito desde la perspectiva de dichos traductores, y crear un modelo de estrategia que los ayude a lograr el éxito en el mercado en el que se mueve este grupo de profesionales.

Se exploran los objetivos a través de una visión de conjunto de la profesión de los traductores que trabajan por cuenta propia y, más particularmente, haciendo una propuesta de modelo de competencia del traductor autónomo (TET), y mediante tres estudios acerca del comportamiento de traductores autónomos en general y de traductores mejor valorados, se compara aquello que perciben los traductores y sus clientes, las actividades diarias de los traductores autónomos y el perfil del traductor por cuenta propia que tiene éxito en su profesión. La metodología está compuesta por reuniones en grupo (powwows), dos cuestionarios, una entrevista por correo electrónico y el estudio de diarios. Por otra parte, la muestra de población incluye a traductores que trabajan por cuenta propia en general, traductores muy demandados y/o valorados, y clientes de diferentes nacionalidades. La información recabada es clave a la hora de identificar las diversas dificultades de la carrera profesional de los traductores, las preferencias de los clientes, los diferentes patrones de trabajo entre traductores normales y traductores que sobresalen entre los demás, y tiene como resultado el modelo TET, una definición del éxito en la traducción por cuenta propia y un modelo de estrategia para lograrlo.

Los resultados obtenidos sugieren que el modelo de estrategia para el éxito podría servir de esqueleto teórico y práctico para traductores y estudiantes de traducción, tanto para los ya existentes como para los potenciales, y que este puede personalizarse para adaptarse a sus necesidades y preferencias personales.

Palabras clave: freelance por internet, traductor autónomo, traductor con éxito, competencia del traductor autónomo, modelo de estrategia, éxito.

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CHAPTER ONE - INTRODUCTION

1.1 Presentation of the topic

*Every language is a world. Without translation,
we would inhabit parishes bordering on silence.*

George Steiner

According to the Translators Association of China (TAC), there were around 640,000 translators in the world in 2014, a quarter of which are freelancers.¹ No other recent official statistics is available. We can find relevant information on ProZ.com, an Internet meeting point of the freelance translators and their clients. There are currently more than 1,131,393 registered users on ProZ.com only (as of 28 November 2020) from more than 200 countries and territories worldwide, but no data is available on how many of them are active. Some of them work within associations, non-governmental organizations, governmental institutions or as in-house translators for translation agencies. However, there is a large portion of translators who work either as part-time or full-time freelance translators. One of the previous ProZ.com state of the industry report for 2012 clearly identifies the state-of-the-art situation affected by the globalization: ‘The need for translation has increased. The translation industry is a healthy, growing one.’²

This report (2012) emphasizes the increased turnaround times translation projects demand, the use of translation memories, improvements in machine translation, more effective online and offline resources that make human translators more efficient and more specialized, thus, able to provide an increasingly higher quality.

On the other hand, its successor, the ProZ.com state of the industry report for 2019³, confirms the increasing use of machine translation and the methods used by freelance translators and interpreters to adapt to the technological innovation.

The topic chosen for this research deals with the freelance translators and the set of skills and competences they need to become successful. The concept of success in freelance translation

¹ <http://tac-online.org.cn/en/> Accessed July 2020

² <https://www.proz.com/industry-report/2012> Accessed January 2020

³ https://www.proz.com/industry-report/2019_human_response Accessed January 2020

deserves a special place in the translation studies literature. Internet freelance translation in particular, is a relatively new discipline, and only a few authors have tackled the topic of freelance translation and possible methods to succeed as a freelancer. We need a firm definition on success in freelance translation, as success is usually confounded with other similar concepts. The proposed topic constitutes a novel approach, since it focuses entirely on freelance translators, and provides a thorough overview of the profession, by analyzing the skills and competences needed to succeed in the market of freelance translation, both theoretically and by help of an extensive case study conducted with freelance translators and clients from all over the world, and by describing the pattern of freelance translators' everyday life. Moreover, the holistic approach ensures that the model strategy not only covers the way on making the freelancing journey a financial success, but also how to achieve success without risking the health and sanity.

The concept of success and the definition of 'successful freelance translator' are explored by means of other theoretical approaches (psychology, self-help literature and personal coaching, human resources and professional development), and by studying the semantic relations between the concepts related to success in the area of freelance translation. Furthermore, this research reviews different aspects of the freelance translation as a profession, such as translation competences, different types of translators and the status of the freelance translation profession. The ultimate goal is to create a model strategy for success in the market of freelance translators, that can be useful for other prospective freelance translators, and especially translation students who want to grab the freelance translation career opportunity.

This research is interdisciplinary, and apart from dealing with translation studies, its implications are considered in other fields such as psychology, economics (business, management and marketing), information technology (computer-aided translation tools, localization and desktop publishing tools), etc.

1.2 Motivation

Back in 2007, several months before I graduated from the Faculty of Philology "Blazhe Koneski" in Skopje, Macedonia, and obtained a BA degree in Interpreting in Translation, I started working as a junior teaching assistant both at the Department of Translation and

Interpreting (where I was actually studying) and at the Faculty of Law (responsible for ESP subjects, such as Legal English and Political English). This job did not match my academic degree, but I did enjoy teaching, especially teaching vocational subjects to the translation students. However, I was still looking for a job as a translator, and despite the countless job applications I sent, I never got the chance to become an in-house translator. Meanwhile, I was trying to make use of every single opportunity that arose meanwhile and I started accepting interpreting and translation projects from the local translation agencies. Actually, those were the beginnings of my freelance career. Furthermore, I started searching for translation jobs online, and I became a member of some of the web portals for translation jobs, such as ProZ.com, Translators Café, Translation Directory, etc. In July 2007, I attended the first ProZ.com powwow in my country, and in 2008, I received the first job offer from an American client. Fast forward to now, I can say that I have established a stable business as a freelance translator, working with clients from all over the world, while still having time for my family and friends, my hobbies, running, traveling, and last but not least – writing this PhD thesis. I truly believe every freelance translator can succeed; they just need a right strategy. That was, briefly, my career story and the crucial moments that helped develop my personal motivation to succeed.

When I focused entirely on freelancing, there were times when I was offered more jobs that I could handle myself, so I started searching for fellow freelance translators who could help me with these projects. Naturally, first I contacted my university colleagues and my former students from the Department of Translation and Interpreting. In addition, I started by contacting the best students (and colleagues who were among the best in the class). I was shocked when I realized that only a few of them were working as translators. The rest of them were teaching languages, working in other industries or were still unemployed. There were several major wall blocks that I used when building the global motivation wall for doing this research. One of them was my observation that I realized that most of the good translators I knew never managed to make a career as freelancers. Most of my university colleagues that obtained a BA or MA degree in Translation and/or Interpreting, and were among the best students, but never managed to become freelance translators despite their willingness and the quality of translations they might provide, informed me that there were no jobs available for freelance translators, and that they felt completely unprepared to start working as freelancers, because they did not study any relevant subjects at the university, and therefore they did not know how to find clients; that they never thought about internet freelancing; and what is

more – they were skeptical about that, because they did not believe that “a client from the other part of the world could pay for the translation”; that freelance job is very insecure and they could not count on stable profit, and so on and so forth.

Another major wall block belongs to my believe that the field of freelance translation is still a young discipline that has not been explored enough, and I would like to help other freelance translators grow their translation business by offering them a model strategy for success, and share practical tips resulting from the case study on finding new clients, marketing their business, and proposing methods that fit their personality and situation. In other words, my motivation is to help other freelance translators build prosperous career and business, while maintaining a healthy balance between professional and private life. To that end, another major wall block of the motivation wall is to contribute with a specific tool - a model strategy for success - that may help the prospective freelance translators to stand out from the crowd, emphasize their strengths and potentials, and pursue a successful career in the market of freelance translators, and thus to improve the field of translation studies related to freelance translation.

1.3 Previous ideas

This thesis is trying to answer questions related to the concept of success in freelance translation. Making a research regarding the success that every freelance translator strives toward is an important topic in the domain of freelance translation. Therefore, a research on this topic could be a valuable work, because the growing number of freelance translators worldwide (about 400,000 registered users on ProZ.com in 2008, about 960,000 users in October 2018, 1,002,726 users in June 2019, 1,131,393 users in November 2020) deserve a model strategy that could pave their way towards successful business.

We argue that it is important to determine the skills and competences that successful freelance translators possess. For instance, successful freelance translators must have outstanding linguistic and technical skills. Then, they must have a good business plan, and substantial knowledge for doing business. Freelancing has a lot of advantages, such as: being your own boss, having greater financial potential and less stress, more personal time, more money for the hobbies, more comfort, etc. Still, successful freelance translators have to know how to create psychologically healthy workplace and are emotionally and mentally strong

persons, because otherwise they would not be able to cope with the everyday stress caused by doing this profession.

One of the previous ideas is that the concept of success in freelance translation is not explained, i.e. bibliography concerning freelance translation, and in particular the concept of success in freelance translation, is very scarce. As a matter of fact, there is an extensive literature on how to become successful (mostly literature on psychology, self-help, human resources and professional development), but not many books related specifically to the area of freelance translation. Moreover, there is also literature on translation quality and translation competence, which help translators become good in their profession, i.e. to produce translation of the highest quality. Nonetheless, the pieces of advice on strategy for success are often not comprehensive, because freelancers' success cannot be measured only through the prism of business (financial success). In addition, it often happens that good translators are jobless or they are suffering from burnout as a result of working long hours. Success in the market of freelance translation goes beyond the financial achievement, and encompasses all the relevant skills and competences needed for a balanced lifestyle. To that end, this research aims at improving the niche in the academic literature in the field of freelance translation and it may be useful both to the translation students and to other professionals who want to pursue a career as a freelance translator.

Another idea is that the concept of 'successful freelance translator' can be confounded with other similar concepts. Good translators can provide flawless translation, which fulfils all the criteria related to the translation quality. They possess translation competence, they are professionals, but it does not seem to be enough to enter the market of freelance translators and prove themselves as successful freelancers. There are many similar concepts that might be misleading when speaking about the concept of success in freelance translation. Holding a degree in translation, being bilingual, attending translation related conferences, seminars and trainings, buying the latest word in computers, CAT tools, etc., being a sworn translator, being a member of a professional association for translators, being a professional translator with proven translation competence, being able to deliver high quality translation in a timely fashion, being well mannered and professional when communicating with the clients, being a good (price) negotiator, etc. – these are all segments that might be related to success, but cannot be individually perceived as a thorough definition of success. For instance, holding a degree in translation, or having the latest version of some CAT tool could only be a pre-

requisite that may lead to success, but they must not be confounded with being a successful freelance translator. Therefore, there is a need to define the concept of success in order to avoid confusion with the neighboring concepts.

Third idea is that more competences are needed to be successful in freelance translation, and not only the linguistic ones related to providing good translation. This idea can be supported by numerous real life stories about excellent translators (my university colleagues and students, for instance) that never managed to enter the market of freelance translators. To explain this idea further, we are reckoning that freelance translators work hard in order to become successful. However, as it is a case in every profession, not every translator manages to achieve the desired level of success, despite the fact that he/she is good enough and is capable of providing high quality translations. Besides the competences required for producing good (high quality) translation, freelance translators need other skills as well. They need to know how to achieve balance between their private and professional life, i.e. how to juggle between being their own accountant and having money management skills, being their own project manager, professional researcher, project manager, time manager (being able to find as much time as possible for pastimes and hobbies), customer service representative, avid learner/self-learner of techniques for self-discipline and for combating the solitary side of the freelance translation business, etc.

1.4 Objectives

This research is designed around the necessary skills and competences that freelance translators must possess in order to be successful, and consequently around creation of a model strategy for success that will entail these skills and competences. The main objectives of this thesis are related to the prior ideas mentioned above. They are as follows:

1. To define success in freelance translation

Taking into consideration that there is not any definition of success in the area of freelance translation, our main objective is to establish these definitions. They derive from the theoretical analysis of the concept of success in different fields (conceptual delimitation), the analysis of the freelance translation as profession, and the results of the case study conducted for the purposes of this research. In brief, this objective is about investigating the very concept of success in the area of freelance translation by defining success in this area.

2. To identify the competences of a successful freelance translator

This objective deals mainly with the translation competence and all the other skills and competences relevant to the profession of a freelance translator. In a nutshell, the objective is to investigate the skills and competences that freelance translators need to succeed. Moreover, it serves to differentiate the concept of good from the concept of successful translator, i.e. not to confound the concept of translation quality with success, not to confound being rich, being healthy with being successful, or having free time with being successful. In other words - to identify all the competences that are indispensable for achieving success and that actually complement each other.

3. To create a model strategy for success in the market of freelance translators

Bearing in mind that there is not any strategy for success which is based on research evidence, our objective is to integrate the necessary skills and competences in a model strategy for success designed to survive the challenges of the ever-increasing market of freelance translators, that can later be implemented by translation students and novice or existing freelance translators that want to succeed. In other words, the concept of success in freelance translation is reflected through the model strategy for success, i.e. through examination of the key “ingredients” and their proportion in the “perfect recipe”.

1.5 Structure of the thesis

This thesis is divided into 6 chapters: chapter one is the introduction, then there are four main chapters (theoretical, methodological and applied ones), and the conclusion as a final chapter. Each of the main chapters ends with a short synthesis.

Chapter 1 consists of an introductory presentation of the subject of research, motivation for writing the thesis, previous ideas about the subject, and the objectives of the thesis.

Chapter 2 is dedicated to the state of the art, i.e. to the conceptual delimitation of the theoretical framework. In Section 2.1, we review the existing literature related to the concept of success in freelance translation. In Section 2.2, we make a more extensive review of other theoretical approaches related to success, and we address the concept through the prism of positive psychology, self-help and personal coaching, and human resources and personal

development. In Section 2.3, we give an overview of the semantic relations between the concepts of what is and what is not success in the context of freelance translation.

Chapter 3 is dedicated to the freelance translation as profession. It is divided into five sections. Section 3.1 describes the characteristics of the two main types of translators – freelancers and salaried translators. The second section explains the legal framework of the (freelance) translation profession. Section 3.3 is on another important theoretical segment – the translation competence. It provides a detailed overview of the existing translation competence models, but also of entrepreneurship models and introduces TET - our model of freelance translator's competence. In Section 3.4, we analyze the specialized training for translators available both within the formal and non-formal education. The fifth section describes the profession of freelance translators from the point of the different forms of networking and cooperation practiced by the freelance translators, such as translators organizations and associations, conferences, seminars, fora.

The case study is discussed in Chapter 4, whose first section explains the methodology used for conducting the research. The second section presents the results of the survey and the e-mail interview by addressing two studies aimed at providing empirical conclusion primarily used for the definition of success in freelance translation, but also to contribute to the model strategy of success (and therefore to confirm the competences of the model of freelance translator's competence - TET).

Chapter 5 is about the model strategy for success in the market of freelance translators. Its opening section is dedicated to the last study designed to describe of the profile of top-rated freelance translators and is primarily focused on the model strategy for success. The second section introduces the definition of success in freelance translation, whereas the last section is about the model strategy itself.

Chapter 6 is a summary of the conclusions and lists the contributions of this dissertation, whereas the final part includes the bibliography used for this research.

CHAPTER TWO – CONCEPTUAL DELIMITATION

The first pillar of this thesis is to define success from the point of view of freelance translators. To that end, we are providing a summary of the state-of-the-art not only from the field of freelance translation and translation studies, but also from other fields (positive psychology, self-help, personal coaching, human resources and professional development) in order to examine the concept of success from a broader perspective that would give us a strong theoretical framework for our definition of success in freelance translation. Furthermore, an etymological overview of the term 'success' is introduced in order to identify the terms related to success that might enter into mutual semantic relations. Next, we dissect these semantic concepts by featuring the thoughts of what is not viewed as success. Lastly, we supplement this part with a brief outline of the concept of translation quality in order to distinguish good translators (that deliver high quality translations) from successful freelance translators.

2.1 The concept of success in freelance translation

Translation is the art of failure.

Umberto Eco

Every failure is a step to success.

William Whewell

The purpose of this section is to analyze the state of the art about the concept of success in the field of freelance translation. Once the translators are ready to go freelance, and they believe they possess some of the skills and competences needed to enter the freelancing market, they should do their best to learn the remaining skills so that they could enter the aforementioned market and become successful ‘players’ there. The meaning of the term “success” in this context, and as a key word of this research, deserves a thorough examination through different prisms.

The below stated books cover some of the segments included in this research, and more importantly, they are treating some segments related to the concept of success in freelance translation. What is more, they are written by authorities in the area of translation studies,

freelance translation in particular. Each of the authors covers some aspects of this research, and tackles some segments of the concept of success in freelance translation. More precisely, they describe the phases of the work that have to be completed by the freelance translator, provide a detailed review of the translation process as a whole, provide tips on possible ways to organize the business of the freelance translators (accounting, taxes, issues with non-payers, etc.), and they review the process of setting-up as a freelance translator (usually by offering tips that are related basically on their personal experience).

Internet freelance translation is a relatively new concept, and the related literature is still somewhat scarce. However, there are authors who have provided valuable literature that could help explain the possible paths that freelance translators could take on the road to success. The bibliography on freelance translation and success in freelance translation in particular, has been organized through different points of view related to the success in the market of freelance translators. To be specific, we are analyzing the following success-related segments of freelance translators: professional success (Atkinson, 2012), translators training (McKay, 2006; Gouadec, 2007; Rudavin 2008), diversification of services (Gouadec, 2007), seeing freelance translation as a business (McKay, 2006; Gouadec, 2007; Pritam, 2009), marketing (McKay, 2006; Rudavin, 2008; Dasse, 2015), specific way of life (Samuelsson-Brown, 2004; Burke, 2008; Semernikov and Hodkinson, 2017), through the topics of customer service procedure and project management (Samuelsson-Brown, 2004; McKay, 2006; Pushica, 2015), strategy for success (Gouadec, 2007).

Considering that freelance translators are subject of investigation of our research, we begin by explaining the term ‘freelancer’. Burke in the *Principles of Successful Freelancing* (2008) is explaining the etymology of the term ‘freelancer’. This term was first seen in Sir Walter Scott’s *Ivanhoe* in the late 1700s, being a compound word of ‘free’ and ‘lance’. Scott used it to refer to a “medieval mercenary—a sort of roving soldier in the Middle ages, who did not particularly care for morals, ethics, or even whom he fought” (Burke, 2008, p. 2). Burke’s book does not refer to this type of people, “although it is possible that freelancers would appreciate having some skills in jousting and swordplay up their sleeves when those projects go wrong” (ibid.). Therefore, a freelancer is defined as someone who sells his/her services to employers or clients without a long-term contract. Principally, working as a freelancer implies that you do not have staff working for you, and that you often work for more than one client. In fact, the rise of the web is the most direct reason that nowadays there are more

freelancers than ever before. As Burke (2008, p. 3) states: “The ease of electronic communication, ability to develop virtual teams among other freelancers online, and broad acceptance of freelancing has meant that over the past decade or so it has become a highly popular career choice for millions of people.”

Professional success is probably the most common perception of the concept of success. In his doctoral thesis on the correlation between the success of freelance translators and their psychological skills, David Atkinson (2012) divides professional success into the following three conceptual sub-components:

- Externally-judged professional success

Atkinson (2012, p. 64) indicates “...it is based on generalized social judgments of what would commonly be considered ‘successful’ when analyzing or even casually considering someone’s career.” He (ibid.) states that the following indicators are common in this sub-component of professional success: income, hours of work, work output, seniority, job title, responsibility and rate of promotion. Put into freelancing context, “the number of jobs that one is given per week is also an indicator” (Atkinson, 2012, p. 64). However, bad quality translation often means that the number of jobs would drop quickly, thus giving Atkinson a rationale to claim that the externally-judged professional success is “a fairly consistent measure of success” (Atkinson, 2012, p. 65).

- Internally-judged professional success

This sub-component of professional success is related to “how professional freelance translators themselves feel about what they have achieved and what they are doing” (Atkinson, 2012, p. 65). He (ibid.) clarifies it by indicating that having more money and more work than they can handle will not contribute to the freelance translators’ internally-judged professional success. What is relevant here is the level of satisfaction about the work, and whether freelancers have met their own criteria for success. Atkinson (ibid.) uses job satisfaction as a measure of internally-judged success in his study. He (ibid.) further explains that this sub-component of professional success is also related to focus, i.e. achieving the career goal. The example he (ibid.) gives is that if a person wants to work only 10 hours per week as a freelance translator, and is capable of achieving high job satisfaction levels, then according to Atkinson (ibid.), this freelance translator is successful, at least as per his/her own definition of success.

- Technological professional success

Atkinson (2012, p. 66) defines this last sub-component as “the attitude towards and use of advanced translation technology.” The author (ibid.) used the term ‘advanced translation technology’ when referring to the “translation tools that improve productivity, broaden the scope of available work, and require a reasonably large investment of time and effort into learning how to correctly operate them.” In his study, the technological professional success is measured through the frequency of translation tools usage. Atkinson also underlines the relationship of this sub-component of professional success with self-efficacy, because according to Wilfong (2016, as cited in Atkinson 2012, p. 66) those with higher self-efficacy are usually “more adventurous about attempting to use tools outside of their immediate field of expertise, as these tools often increase their productivity and output.” In the similar vein, “those users of translation memory with high levels of self-rated technological skill also rate translation memories as more useful to their work, in such areas as increased productivity” (Dillon and Fraser 2006, pp. 74-75, as cited in Atkinson, 2012, p. 65).

One of the key segments related to success in the market of freelance translators is the proper training of the freelance translators. Many translators hold BA or MA degree in translation, and there are translators without degree in translation, but rather experts in other areas and working as translators. However, training for translators does not end by completing the university degree or some specific course in specialized translation, CAT tools, project management software, and so on and so forth. As Daniel Gouadec, one of the authors who has provided an insightful analysis of the translation profession and the translation industry in *Translation as a Profession*, stated “...unless your experience or prior training has enabled you to acquire technical expertise in a given domain, language skills and translation skills, translation strategies and proper knowledge of major translation tools, it is wise to begin by taking a dedicated translator-training course...” (2007, p. 163).

Translation industry nowadays is very demanding, and it requires more than languages skills, translation skills and technical expertise. Attending translator training courses is one of the ways of entering the profession, and these courses are offered by schools, institutes and university institutes worldwide. According to Rudavin (2008, p. 117), “educational institutions do not teach freelancing, but one can always take training courses to acquire the necessary skills.” We cannot coincide with his statement, because he is making a hasty generalization. For instance, in Europe, undergraduate and master's degrees are based on

competences and not on content. If the curriculum does not have an explicit module on freelance translation, it does not imply that this competence is not studied.

Corinne McKay is also contributing to the valuable literature related to the concept of success in freelance translation. We are in favor of her statements mentioned in *How to Succeed as a Freelance Translator*, “If you'd like to succeed as a freelance translator, it's definitely important to pursue training in translation techniques, translation software, and other tools of the trade, but these types of courses are easier to locate” (McKay, 2006, p. 10).

Diversification of services provided by freelance translators is an inevitable trend nowadays, and following this trend is certainly a way to succeed. Clients often ask for more services than for proper translation only. Those services include: proofreading, editing, subtitling, back-translation, localization, desktop publishing, etc. Gouadec (2007, p. 144) is commenting on the recent and inevitable trend of diversification of services: “The trend is towards concentration of diversified and complementary resources available through a ‘one-stop-shop’ that will take care of the full service required.”

Being a professional freelance translator willing to succeed implies developing a multidimensional approach when it comes to learning. Freelance translators should, first of all, master the technique of juggling with the contents they translate and the different types of sophisticated IT tools and software they must be able to use. We strongly agree with Gouadec's idea given in the foreword of the book where he states that translators “are in fact experts in multilingual multimedia communication engineering” (Gouadec, 2007, p. xiii). Translation should be taken beyond having a mastery of linguistic skills, as we believe that the mastery of other skills is also essential. Therefore, the importance of having a mastery over a multitude of skills, which is one of the key points in our research, is confirmed by Gouadec himself, who has developed a translator training based curriculum as a head of the Translator Training Institute within the University of Rennes.

Then they should be able to juggle with several more items, such as finding clients, marketing their services, project management – in other words, to start behaving as a business entity. This idea is supported by Gouadec who states that “If professional translators get satisfaction from their work, they certainly do not translate for the sheer pleasure of

translating. They mean business” (2007, p. 3). Our view on this issue coincides closely with this statement.

Additionally, Dagmar V. Jenner and Judy Jenner’s book named *The Entrepreneurial Linguist: The Business-School Approach to Freelance Translation* (2010) is another valuable addition to the state of the art, especially in terms of presenting freelance translation as a business activity itself. However, the book is written only for those freelance translators working with direct clients, and is based on authors’ personal experience.

According to McKay (2006, pp. 61-63), non language-related skills that make for a successful freelance business are: marketing, communicating, accounting, using technology, billing and collection and dealing with highs and lows.

Attracting new clients and pleasing them is one of the virtues of freelance translators if they want to succeed. As Dagmar and Judy Jenner (2010) state: “...first and foremost, you must remember that your success will depend on your ability to attract clients and to make them happy. Without clients, you do not have a business.”

Freelancers should develop self-confidence without being afraid of their size as a business entity, i.e. the ‘one-man show’ reality they are living. Adopting a new mindset and thinking of themselves as a business is one of the main assets for success according to Jenner sisters as well. We also adopt Jenner’s attitude that “people who sell their services are a business” and that “a one-person business run out of a spare room is just as legitimate a business as a Fortune 500 company” (Jenner, 2010, p. 15). Freelance translators are actually selling their services, and the fact that a single freelancer is cooperating with a large multinational company does not imply that they are not equal in terms of the business regulations. What is more, they are considered equal parties in a business contract. After all, the legitimacy and seriousness of a business does not depend on its size, and “just because a business is small does not mean that it should not be taken seriously or that it is not respectable or reputable” (Jenner, 2010, p. 15).

Entering the business requires showing more dignity and not accepting translation projects for peanuts. Price negotiation is an important segment of the freelance business and without its mastery; success could be replaced with frustration and burnout. Goaudec has supported

our attitude by stating, “When it comes to tariff levels, translators all too often appear to be willing to dig their own graves” (Gouadec, 2007, p. 199).

Learning the business related skills is of paramount importance for freelance translators, because after all, apart from translating, they are in charge of bookkeeping, handling with payment issues, taxes and office administration tasks, finding clients and negotiating prices, etc. McKay is commenting that: “In fact, most self-employed translators spend 25-50% of their time on non-translation work, largely involving management of the day to day tasks of running a business, so these skills are just as important as translation-related skills in succeeding as a freelance translator” (McKay, 2006, pp. 20-21).

While coping with all the multitasking on a daily basis, successful freelance translators know how to stay calm, patient, full of understanding (since clients always tend to be right), optimistic, and mentally persistent. They also know how not to neglect their social life and health. Pritam Bhattacharyya is retelling his story about becoming a freelance translator and his difficulties on the road to success in “The Wordsmith Book of Business” and claims that freelancers should master the art of waiting, being patient, positive, optimistic and mentally strong. One of the major causes of business underperformance is lack of patience (Bhattacharyya, 2009, p. 49). We totally agree with his statement: “Business is about penetration: penetrate the obvious” (Bhattacharyya, 2009, pp. 50-54).

In freelancing business, translators can never count on lifelong clients. Clients’ needs change constantly, and while there are periods of intense cooperation, they might suddenly go out of business or decide to work with another service providers (usually someone who offers cheaper services). Even if they work for agencies, they never have guarantee for a stable workload. Therefore, spending time on marketing is a good way to secure new potential clients. McKay is also supporting our statement and emphasizing the indispensable need for marketing by stating, “In general, even a successful freelancer must spend at least ten percent of his or her time on marketing; for beginning translators this figure may increase to as much as 50 percent, and for those who have been in the business for many years, the need to market may fall by the wayside” (McKay, 2006, p. 57).

Marketing could prove to be an essential element on the way of success for freelance translators, because it may help them standout. Modesty is not friends with the crucial

freelancing business, so translators should always point out their experience when trying to get a new project. One of the ideas presented by Oleg Rudavin is confirming our statement that “freelance translators need ideas on how to market project experience more effectively when submitting quotations” (Rudavin, 2008, p. 54).

Marketing strategies are a beneficial part on the way towards success, and most freelancers are applying a customized set of tips related to marketing. Marketing has been tackled by Théodore Dasse as well, in *60 Original Secret Marketing Tips For Freelance Translators* (2015). We are on the same page with his idea on bidding discipline when applying for a translation job: “Bid preparation is a science. Bidding discipline relates to what you do with job poster’s instructions” (Dasse, 2015, p. 28).

When it comes to the lifestyle of freelance translators, they are free to live and work wherever they want as long as they have laptop and stable internet connection. Of course, there are limitations, and they should be able to afford the standard of living in that particular place. Once they succeed, and they are able to count on several regular clients and stable workload, they could be flexible in this sense. They can easily become digital nomads and combine travel with working. Oleg Semerikov and Simon Hodkins, are also contributing to the literature on success in the area of freelance translators by making a very appealing overview of the profession in *The Ultimate Guide to Becoming a Successful Freelance Translator* and by providing some interesting facts regarding the 'lighter side of translation' as they say.

Being a freelancer means taking responsibility for our own continuing professional development, and everyone can always find some way to improve. We acquire the statement of Semerikov and Hodkins (2017, pp. 123-126) that they share on the possible dream life freelancers could have say about it: “A 'digital nomad' lifestyle is made possible by two fast, (relatively) cheap conveniences of the modern world: Internet access and international travel. It's a sort of hyper-mobile expat lifestyle.”

However, the freedom of living as a digital nomad is counterbalanced by the stress related to searching for a new accommodation, adapting to the new way of life and the new culture, finding new friends, as well as the effort of securing visas, paperwork for moving to each new place, and last but not least – the loneliness. In that vein, we agree with Samuelsson-

Brown's statement related to the life of the freelance translators, especially the hard-working ones willing to succeed: "Working as a freelance translator is a fairly lonely occupation. The work is intense at times, particularly when you are up against very tight deadlines. Translators tend not to be gregarious" (Samuelsson-Brown, 2004, p. 12).

Customer service procedures are a major segment when discussing success in freelance translation. Freelance translators often plenty of customer service procedures, and they are very strict about it, as it allows them to be seen as real professionals, and to secure further cooperation with the clients, and therefore to succeed. Our statement has been confirmed by Chedomir Pushica who proposes the commandments for translators (Pushica, 2015, pp. 142-147), and some of them are stated below:

1. The ideal situation would be to produce translation that sounds as an original text.
2. When you read your own translation, i.e. when you proofread or edit it, best results can be achieved if you change the text or background color, if you print out the text or if you change the font or letter size.
3. Translators who 'appreciate' their time, talent, experience, and status mostly, are most often prima donnas that should be avoided, like all prima donnas in our life.
4. Translating is a job where tiny details are of paramount importance.
5. Respond to the e-mails quickly.
6. Never underestimate the power of the external quality control tools.
7. Never underestimate the power of the spell check tools.
8. Respect your job.

Self-discipline is crucial when it comes to following the customer service procedures, and when working as a freelancer in general. "If you've never worked for yourself before, succeeding as a translator demands a high degree of self-discipline" (McKay, 2006, p. 24).

While tackling many issues related to the profession, one of them is preparation for the translation project as one of the key segments for success as a freelance translator. We also believe that preparation is a crucial part of the process, and it is supported by Samuelsson-Brown who claims, "While you will be asked to translate a range of subjects, and you have all this information at your fingertips, you must accept that you have limitations. But having had authoritative references available your work will be made a lot easier" (Samuelsson-Brown, 2004, p. 79). To that end, he (ibid.) is quoting Confucius (c.550–c.478): "In all

things, success depends on previous preparation, and without such preparation there is sure to be failure.”

The concept of success in freelance translation is closely related to having the right strategy to achieve that. Freelance translators who have succeeded often adopt strategies when dealing with the challenges of the everyday professional life. For instance, Gouadec (2007) is proposing a list of strategies for finding clients. They are not complete strategies for success, because they only refer to client hunting. However, they could be considered part of the overall strategy for success:

- to set simple rules and never depart from them
- to rely on word of mouth
- to head for the right tier of the market
- to beware of pipe dreams and to beware the kiss of death (Gouadec, 2007, p. 187).

And last but not least, another author worth-mentioning, especially thanks to his unique and well-known manner of artistic expression, is the freelance translator Alejandro Moreno-Ramos and his famous brainchild – *Mox* (Moreno-Ramos, 2011-2018). There are already 4 volumes of the comics about Mox, and it is a valuable asset in the translation industry, and it can be considered a universal manual due to the fact that Moreno-Ramos is not its only author, but many other freelance translators contribute by telling their stories and treating the issue in question from their own perspective (Sarah M. Dillon, Alex Eames, Cline Graciet, Judy Jenner, Laurent Laget, Benny Lewis, Kevin Lossner, Corinne McKay, Pablo Munoz, Rose Newell, Jill Sommer, Ramn Somoza, Steve Vitek, etc.). Therefore, although they are hilariously translation-related cartoons, we find these books to be a great resource of information when it comes to the freelance translation profession, and especially the everyday life of the freelancers.

2.2 The concept of success in other fields

In order to complement the academic literature that defines success in terms of freelance translation, we are approaching other fields that study success and analyze their contributions, mainly as far as the theoretical framework is concerned. Success can be seen differently in different fields. To that end, we are analyzing the concept of success in other theoretical fields that can serve as a theoretical base on which we can base our definition of success. In

other words, the literature analyzed in this section helps us complete the theoretical framework on the concept of success in order to complement the lack of success-related bibliography on translatology, and freelance translation in particular. After having analyzed the available bibliography that covers the concept of success, we decided to stick to the concept of success in the following fields: positive psychology, self-help and personal coaching, and human resources and professional development, and to summarize the key success-related features of each of these fields. We chose these fields because they are the most relevant ones related to the concept of success in freelance translation. In other words, positive psychology and self-help is related to the psychological skills and competences (part of the entrepreneurial competence), whereas personal coaching, human resources and professional development to the other skills and competences – entrepreneurial and technical ones. The concept of “success” is part of many self-help books/manuals. We are analyzing the contribution of this type of literature as it is indispensable when dealing with the concept of success (taking into consideration the huge number of self-help manuals, and their increasing popularity), and we cannot circumvent it. However, we are aware that it is perilous to base our opinions and contemplations on the self-help literature, because it is not necessarily supported by theoretical argumentation.

2.2.1 Positive psychology

We will begin with the theoretical, i.e. science-based analysis of success through the literature in psychology, and the positive psychology in particular. Positive psychology has been defined differently, and below are two definitions that may help understand it better:

- Positive psychology is the scientific study of human flourishing, and an applied approach to optimal functioning. It has also been defined as the study of the strengths and virtues that enable individuals, communities and organizations to thrive (Sheldon & King, 2001).
- Another definition that differentiates this branch of psychology from the self-help field and confirms its scientific background is “Positive psychology is not a self-help movement or a re-packaging of “the power of positive thinking.” It is not American-style “happy-ology,” and it is not a passing fad. Positive Psychology is a science that brings the many virtues of science – replication, controlled causal studies, peer

review, representative sampling (to name a few) – to bear on the question of how and when people flourish” (Robert Biswas-Diener, 2008, p. 16).

When speaking about success from psychological point of view, its notion could refer to academic success, business success, life success in general (often referring to fulfillment and happiness), relationship success (be it marriage, friendship, business partnership, etc.) Moreover, the concept of success in the psychology literature is often related to the so-called emotional intelligence (Goleman, 2009), the need for achievement (Bruno, 2002), the psychology of mindset (Dweck, 2006), the conditional self-regard (Neal, Spencer-Arnell, & Wilson, 2009) and the positive psychology and flow (Csikszentmihalyi, 1996; Biswas-Diener, 2010; Hewitt, 2011; Cohn & Fredrickson, 2011; Raj Raghunathan, 2016).

Emotional intelligence has started to attract more and more attention, as it can be closely related to the life success and unlike IQ, it can be developed and thus it could be beneficial to the persons who are willing to success in life. It can be related to the concept of success in freelance translation as well, especially in terms of the psychological skills needed on the road towards success, such as coping with the everyday stress, coping with all the negative emotions, establishing relationships with clients, etc. In other words, IQ itself is not enough, and emotional strengths and social abilities often contribute to both social and professional success. Especially for those freelance translators who are often too shy to confront their clients, who are fearful to ask for higher rates or extension of the deadline, who are insecure when receiving unjustified comments from the proofreader regarding the quality of their translation, who do not dare to remind the client that the invoice is past due for 60 days, who are ready to give up their freelance career only after a few days of no translation orders, and so on and so forth. In addition, we cannot omit the famous stereotype that translators are usually introverts, and interpreters – extroverts, and all the personality traits accompanying the freelance translators. Therefore, freelance translators that are facing some of the above issues can easily overcome them and succeed if they work on their emotional intelligence. And it can be learnt. Our statement is supported by Daniel Goleman, in the introduction to *Emotional Intelligence* (2009, pp. xi-xii): “Unlike those who argue that IQ is a genetic given that cannot be changed by life experience, I believe that the key quite often lies in the abilities called emotional intelligence, which include self-control, zeal and persistence, and the ability to motivate oneself. And these skills can be taught, giving them a better chance to use whatever intellectual potential the genetic lottery may have given them.”

Emotional intelligence is crucial for achieving life success. And achieving life success, and becoming a successful freelance translator in our case, can be accomplished by exploring the need to achieve. The need for achievement can be defined as a motive to reach one's goals. In this vein, we are adopting Bruno's attitude that "A person with a high need for achievement is likely to be ambitious, strive to make a success of a business, or earn academic recognition. A person with a low need for achievement may lack ambition, be unconcerned about financial reward, and have very few dreams or aspirations" (Bruno, 2002, p. 96).

And succeeding in life is in relation with both IQ and emotional intelligence. In fact, it is one of the psychology's biggest open secret that there is the relative inability of grades, IQ, or SAT scores, despite their popular mystique, to predict unerringly who will succeed in life. As Goleman claims: "...there is a relationship between IQ and life circumstances for large groups as a whole, but by no means always. There are widespread exceptions to the rule that IQ predicts success—many (or more) exceptions than cases" (Goleman, 2009, pp. 70-71).

Self-regard also plays a key role when people are willing to succeed. That is to say, self-regard, which is affected by other people's opinion about you (called conditional self-regard by Neal, Spencer-Arnell & Wilson, 2009), can be detrimental on the way towards success. As Neale, Spencer-Arnell and Wilson state in *Emotional intelligence coaching*: "Unfortunately, many of us develop a self-regard based on conditions. For example, if you had a parent who only praised you when you achieved good grades at school, you may have developed a conditional self-regard attitude of, 'I am ok as long as I am successful'" (Neale, Spencer-Arnell & Wilson, 2009, p. 53).

Therefore, this conditional belief may lead to disappointment and self-doubt when you are not successful, and may eventually lead to giving up hope. Most of us develop conditional self-regard when accepting and valuing ourselves. However, "...there is always the possibility of the condition failing to be met, thus leading to disappointment and feelings of low self-worth" (Neale, Spencer-Arnell & Wilson, 2009, p. 53).

To prevent this from happening, the person should consider building other attitudes that could be healthier and help them maintain the motivation. Some common examples of conditional self-regard proposed by Neale, Spencer-Arnell and Wilson are:

“‘I am ok irrespective of whether I succeed. It is good to be successful but it does not make me a less valuable person if I don’t always succeed.’

‘I am ok as long as I’m perfect.’

‘I am ok as long as I win.’

‘I am ok as long as I earn lots of money.’

‘I am ok as long as I am busy.’

‘I am ok as long as I have lots of friends.’

‘I am ok as long as I help others’” (Neale, Spencer-Arnell & Wilson, 2009, p. 53).

Building the attitude of self-regard is also narrowly connected to the emotional intelligence. We will again support our opinion by Goleman’s statement that “...emotional intelligence could be related to the abilities such as being able to motivate oneself and persist in the face of frustrations; to control impulse and delay gratification; to regulate one's moods and keep distress from swamping the ability to think; to empathize and to hope” (Goleman, 2009, pp. 71-72).

Self-regard can also be related to the mindset of the person. Often, people see their abilities as 'fixed', and having this attitude prevents them from working to improve themselves. In other words, working hard and keeping the right optimistic (can-do) attitude, can lead you to accomplishing more than if you believe you are doomed to be at particular skill level forever. In this context, we are adopting Carol S. Dweck’s theory of growth mindset and fixed mindset that she is presenting in *Mindset - The new psychology of Success* (2006). According to Dweck “if people enjoy what is difficult, they may have a growth mindset, and they think that becoming is better than being” (Dweck, 2006, p. 57).

To that end, achieving success is always about working hard and never giving up. Freelance translators, in that context, should always try to stay motivated and to improve themselves on a daily basis. According to Dweck “success is about learning, and not about proving that you are smart” (2006, p. 63). To paraphrase her statement, people with fixed mindset want to make sure they succeed, because smart people should always succeed. However, for people with the growth mindset, success is about becoming smarter.

To summarize, all of the ideas presented above are connected to the emotional intelligence as a crucial element for success. Emotional intelligence can be trained and improved and can

help freelance translators achieve success and overcome the obstacles. Below we are providing Salovey's (as cited in Goleman, 2009, pp. 88-90) basic definition of emotional intelligence that derives from Gardner's personal intelligences, expanding these abilities into five main domains:

1. Knowing one's emotions. Self-awareness—recognizing a feeling as it happens —is the keystone of emotional intelligence.
2. Managing emotions. Handling feelings so they are appropriate is an ability that builds on self-awareness.
3. Motivating oneself. Marshaling emotions in the service of a goal is essential for paying attention, for self-motivation and mastery, and for creativity.
4. Recognizing emotions in others. Empathy, another ability that builds on emotional self-awareness, is the fundamental 'people skill'.
5. Handling relationships. The art of relationships is, in large part, skill in managing emotions in others” (Goleman, 2009, pp. 88-90).

Freelance translators, as all the other human beings lead complex lives. They all have many kinds of problems to solve, and their everyday life is full of challenges. Clear and effective thinking is necessary for solving the problems and meeting the challenges. Biswas-Diener (2010) in *Practicing positive psychology coaching: assessment, activities and strategies for success* is claiming: “Knowing your own best work habits and the types of situations that will support your success is a crucial step in understanding your potential. These are the situations—whether time of day, physical workspace, or social support—that help a person succeed” (Biswas-Diener, 2010, p. 92).

Furthermore, Michal A. Cohn and Barbara L. Fredrickson in *Oxford Handbook of Positive Psychology* (2011) are treating the notion of success through the general idea of positive emotions, and the emotions are “markers of the overall happiness or well-being, and enhance success and future growth” (Cohn & Fredrickson, p. 2011, p. 13).

When talking about success, and treating it from the psychological point of view of self-esteem, John P. Hewitt (2011, p. 218) in *Oxford Handbook of Positive Psychology* is elaborating on the American culture and the fact that “they are urged by their Declaration of Independence to feel entitled to the “pursuit of happiness” and by long tradition to believe each person deserves a chance at success.” Hewitt (2011) claims that happiness and success

have never had clear definition, but exactly that ambiguity is a key to the psychology of American people. He (Hewitt, 2011, p. 219) defines happiness "...both as a future state of enjoyment dependent upon successful individual effort and as satisfaction with one's current place in life." Clarification provided by the same author lies in the various interpretations of success, because "...for some it is the brass ring of social and financial advancement, while for others it is the contented application of effort to a vocation even without hope of fame or fortune" (Hewitt, 2011, p. 219).

Hewitt (2011, p. 222) is further relating success to the self-esteem, which he indicates that in an American cultural context is a combination of pursuit of happiness and success, and is explaining that according to the dominant American mentality, "success is a result of individual achievement, happiness as a future state to be sought by individual effort, and equality of opportunity to seek success and happiness" (Hewitt, 2011, p. 222). As for the classic instrumental individualism approach, linguistic equivalents of success and failure are pride and shame (Hewitt, 2011, p. 222).

Positive psychology and emotional intelligence should be taken into consideration in the business world, as they are indispensable for achieving success. Although the cost-effectiveness of emotional intelligence is a relatively new idea for business, it is of paramount importance for the business environment. In the context of freelance translation, the calmer and the more able to filter the negative emotions the translator is, the better they will perform. This is supported by Goleman as well: "When emotionally upset, people cannot remember, attend, learn, or make decisions clearly. As one management consultant put it, "Stress makes people stupid" (Goleman, 2009, p. 661).

Freelance translators, in order to succeed, should learn how to enjoy every single moment of their job. Once they achieve that, they will reach a very desirable and specific experiential state which is called "flow", and the universal precondition for flow is that a person should perceive that there is something for him or her to do, and that he or she is capable of doing it. (Csikszentmihalyi, 1996, p. 30) In other words, Robinson (2003, p. 36) says "...optimal experience requires a balance between the challenges perceived in a given situation and the skills a person brings to it." Furthermore, University of Texas prof. Raj Raghunathan (2016)

is exploring the flow in his Coursera course “A Life of Happiness and Fulfilment”⁴, and he points out that flow enhances happiness levels, and there are three reasons for that. First, because the flow states are inherently enjoyable. Secondly, because people become more charismatic and likeable when they exhibit flow. And last, flow helps people progress towards mastery. Since flow leads people to mastery, while enhancing the happiness levels, it also enhances the chances of success. Raghunathan (2016) claims: “Because the best way to succeed at something is to master it.” He further adds that we cannot be happy if we do not experience flow regularly, and that could not be possible unless we are doing something both enjoyable and challenging at the right level.

Therefore, being successful from psychological point of view can be interpreted as possessing emotional intelligence, having a growth mindset and self-esteem, maintaining the need for achievement, being able to cope with the conditional self-regard, and being able to experiencing flow.

2.2.2 Self-help and personal coaching

Si Usted se permite la “oportunidad de reconciliarse” con ese pasado que marco su existencia, estara amandose y potenciara sus posibilidades concretas de “salida”. Esa es la realidad del “exito”. El exito es una palabra que proviene del latin “exitus” y significa “salida”. (Peiró, 2008, pp. 124-125)

Self-help and personal coaching literature is another field where we were looking for interpretation of the concept of success. Although most of the times it cannot be supported by scientific evidence, still books on self-help and courses on personal coaching are becoming very popular and this literature can be found on the shelves of many libraries and especially bookstores.

Below we are analyzing the available bibliography on self-help and personal coaching by overviewing several segments related to success, and seeing it through several prisms: spiritualism (Chopra, 1994), enthusiasm and hard work (Hill 1937, 2003; Canfield, 2004),

⁴ <https://www.coursera.org/learn/happiness>

developing new behavior (Hsieh, 2010; Hardy 2010), happiness (Hill, 1937; Seger, 2011), and dissatisfaction (Barton, 2010). Freelance translators may find this type of literature informative and can benefit from it, although we should take into consideration that sometimes these books are only reflecting authors' personal experience.

Chopra (1994) is defining success in life as "the continued expansion of happiness and the progressive realization of worthy goals" (Chopra, 1994, p. 4). Still, he is claiming that success, including the creation of wealth, has always been considered a process that requires hard work. He is insisting on "spiritual approach" to both success and to affluence, which he defines as "the abundant flow of all good things to you." (Chopra, 1994, p. 4)

Success is comprised of many components, and apart from material wealth, it also includes good health, energy and enthusiasm for life, fulfilling relationships, creative freedom, emotional and psychological stability, a sense of well-being, and peace of mind. However, Chopra warn us that even with the experience of all these things, we need to "nurture the seeds of divinity inside us in order to experience complete fulfillment" (Chopra, 1994, p. 4).

Success requires hard work. Nevertheless, being overly workaholic can be harmful. One of the first associations when it comes to success is making a lot of money. However, as Hsieh (2010) states, "we are all brainwashed by our society and culture to stop thinking and just assume by default that more money equals more success and more happiness, when ultimately happiness is really just about enjoying life" (Hsieh, 2010, p. 46).

One of the keys to success is having a well-structured target and focusing the creative power on it. Learning how to effectively set and achieve goals is essential. Hardy (2010, p. 69) confirms our statement claiming "...the highest achievers in the world have all succeeded because they mapped out their visions" (Hardy, 2010, p. 69).

Once you have a well-defined target, you should start on working on it with commitment and dedication. As a CEO of Zappos, Hsieh (2010) is confessing that he was enjoying his job, because he was passionate about it. Still, instead of staying with the same job, he claims he was wasting his time, wasting his life, so that he could make more money even though he had all the money he ever needed for the rest of his life. It was only after this contemplation that he decided to stop chasing the money, and start chasing the passion. In this context, Hardy

(2010) is adding that what is needed is not more information, but a new plan of action, and “...it’s time to create new behaviors and habits that are oriented away from sabotage and toward success” (Hardy, 2010, p. 4).

In other words, being successful means being a person of action. It is necessary both to know and to do, because to know does not suffice. Moreover, as Winston Churchill said “Success is going from failure to failure without losing your enthusiasm.” In this context, Hill (2003) is describing enthusiasm as “the mainspring of the mind that urges one to put knowledge into action” (Hill, 2003, p. 479).

Combining enthusiasm with passion can be a formula for success. That is to say that first one should decide what he/she wants to do, then to make sure that he/she feels passion about it. Because “passion is something within you that provides the continual enthusiasm, focus, and energy you need to succeed” (Canfield, 2004, p. 325). Canfield is making distinction between passion and feel-good motivation, claiming that true passion has a more spiritual nature, as it comes from within.

The concept of success can, furthermore, be based on enthusiasm. Hill (2003) is underlining the importance of enthusiasm for all salespersons. Freelance translators as salespersons themselves can be related to his statement that “all successful sales managers understand the psychology of enthusiasm and make use of it” (Hill, 2003, p. 479).

On the other hand, enthusiasm cannot be sufficient if the person is not prepared to leave the comfort zone, and believe that even the sky is not the limit. As stated by Canfield, “successful people know that it is easier to “release the psychological emergency brakes” by going out of the comfort zone and replacing their limiting beliefs” (Canfield, 2004, p. 71).

Apart from enthusiasm, dissatisfaction is another segment crucial for success. Here we are referring to the true dissatisfaction that according to Barton “concerns noble and worthwhile subjects such as social justice and the desire to provide for one's family” (Barton, 2010, p. 5). He further clarifies that such dissatisfaction inspires determination, persistence, and passion. To succeed, one should be aware of their dissatisfaction and use it as a driver towards success.

Furthermore, dissatisfaction can be closely connected to believing that anything is possible. Actually, Hill (1937) stated that one of the main weaknesses of humankind is the average person's familiarity with the word 'impossible'. He is providing an interesting advice and recommends people who want to succeed to follow it. Namely, the first thing he did when he bought himself a dictionary was to turn to the word 'impossible', and neatly clip it out of the book. He suggests "...Success comes to those who become SUCCESS CONSCIOUS. Failure comes to those who indifferently allow themselves to become FAILURE CONSCIOUS" (Hill, 1937, pp. 16-17).

Another segment crucial for success is the continuous learning, because schooling helps only in terms of putting the person in the way of learning how to acquire practical knowledge. We are adopting Hill's statement in this vein that "successful people never stop acquiring specialized knowledge related to their major purpose, business, or profession" (Hill, 1937, p. 67).

Finally, yet importantly, achieving professional success is not complete without attaining happiness. Successful people are those able "...to find peace of mind, acquire the material needs of life, and above all, attain HAPPINESS" (Hill, 1937, p. 223). In addition, according to Seger (2011, p. 2), there is an inextricable relationship between the success and material things, family life, joy, effectiveness, balance and making a difference.

In summary, the points extracted from the self-help and personal coaching bibliography are that to be successful one needs: to work hard but not to burnout, to be dissatisfied, to know what he/she wants to achieve, to spice it with lots of passion and enthusiasm, to be success conscious and last but not least - to attain happiness.

2.2.3 Human resources and professional development

Other fields that we are approaching success from are the human resources and professional development. To help find the different views it has been explained, we are analyzing it from various perspectives, such as: the importance of human resources for success (Covey, 1989; Sims, 2002; Ferrazi & Raz, 2005; Van Dijk & Eigenhuis, 2007), positive thinking (Schwartz, 2007), habits and management (Covey, 1989; Schwartz 2007; Duhigg, 2012), constant

personal development (Scott, 2004), project management (Heerkens, 2006), quotes of famous people (Baer, 2014b).

Success may mean different things to different people. For some people, what matters the most are the positive family relationships and friendships. For others, academic and career achievements plays substantial role when defining success. Some measure success in religious aspects of their lives. It is clear that the concept of “success” is a subjective one, unique to the individuals, and related to many aspects of our lives — personal, academic, professional, social and spiritual.

Nowadays, especially in the Western world, success is seen from the business perspective, and “profitability and growth are the most obvious measures of success” (Hall & Fulshaw, 1993, p. 229). However, success goes further than its business-related aspect. According to the research conducted by these authors (ibid.), the most important segments to the business owners referenced in this book were their pride, personal satisfaction and a flexible lifestyle. They (ibid.) claim that non-financial measures of success used by business owners, such as autonomy, satisfaction from their professional life or the ability to find balance between their professional and private responsibilities are subjective and cannot be easily quantified.

Bibliography in personal development relates success to the way of thinking and having positive attitude, being hard working, never finding excuses and having strong belief. Schwartz (2007) is introducing the term ‘thinking big’, and he claims that “success is determined not so much by the size of one's brain as it is by the size of one's thinking” (Schwartz, 2007, p. 2). He (ibid.) also states that “... success doesn't demand a price, as every step forward pays a dividend...” (Schwartz, 2007, p. 3).

All the mistakes successful people make actually may help them become stronger and learn from them. Because they have a proactive approach to a mistake, i.e. they instantly acknowledge it, correct it, and learn from it. That way, the result is a success instead of a failure. “Success,” said IBM founder T. J. Watson, “is on the far side of failure” (Covey, 1989, p. 37).

Success can be related to many positive things, mostly in terms of personal prosperity, freedom, admiration, self-respect, happiness and satisfaction, etc. And it demands both strong belief and faith to be achieved. For instance, one of the most practical success-building wisdom is found in the biblical quotation stating that faith can move mountains. Schwartz (2007) explains that belief in success is essential ingredient of successful people, and that those who believe they can move mountains, can really do that (Schwartz, 2007, p. 9).

Successful people are less prone to finding excuses. It means that they are always giving their best and always believe they can succeed and overcome the next obstacle. In addition, they are aware that fear is the biggest enemy of success. This is confirmed by Schwartz (2007) in his statement "...the more successful the individual, the less inclined he is to make excuses" (Schwartz, 2007, p. 25). The attitude of not making excuses is closely connected to being interdependent, i.e. knowing how to use both the personal strengths and the strengths of the others. Covey (1989) explains that while dependent people need others to get what they want, and independent people get what they want thanks to their own effort, "interdependent people combine their own efforts with the efforts of others to achieve their greatest success" (Covey, 1989, p. 17).

Successful personal development can be achieved through building a bridge between yourself as a person and yourself as a professional. Moreover, through constant focus on your personal idea of success. Susan Scott (2004) confirms that by quoting Andre Gide who wrote, "It is better to fail at your own life than succeed at someone else's."

On a company or organization level, human resources play a major role and success without highly motivated employees determined to succeed is almost impossible. This might be applicable to freelance translators working in teams, or even the team consisted of freelance translators and translation agencies/direct clients. Actually, besides working with people, it is of paramount importance to be with the right people. Ferrazi and Raz (2005) have concluded that "...poverty wasn't only a lack of financial resources; it was isolation from the kind of people that could help you make more of yourself" (Ferrazi & Raz, 2005, p. 5).

The importance of technical skills is undeniable, but people can learn the technical skills they are lacking. However, on a company level, in order to succeed "...companies need capable

humans who are thoughtful, who understand how to work with others and who have maturity and emotional intelligence...” (Van Dijk & Eigenhuis, 2007, p. 9).

In fact, success in any field, and especially in business, is about working with people, because “business is a human enterprise, driven and determined by people” (Ferrazi & Raz, 2005, p. 7). Human capital is the driver of the organization and should be treated respectfully. According to Sims (2002), companies are realizing that their likelihood of sustained success is most dependent on learning to get the maximum out of their employees. Thus, those who are entering the business environment “require both an understanding of the importance of human resources and effective HRM to organizational success” (Sims, 2002, p. 2).

Success in personal development and human resources in general can also be seen as developing the so-called ‘keystone habits’, that are habits that matter more than others in remaking businesses and lives. In this vein, we are in favor with Duhigg (2012, p. 79) who is claiming, “Keystone habits say that success does not depend on getting every single thing right, but instead relies on identifying a few key priorities and fashioning them into powerful levers.”

In other words, developing the keystone habits and their proper management can lead to success. Proper management can be seen from a wider perspective as well, at a company level. There, it must be accompanied by proper leadership, and that could be the winning combination. Covey claims: Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall (Covey, 1989, p. 41) In other words, “Management is doing things right; leadership is doing the right things.” – a quote by Peter Drucker and Warren Bennis

From the point of view of the project management, Garry Heerkens (2006) says “If you ask most people today how they define project success, the answer would almost certainly revolve around whether the triple constraints of time, cost, and scope were achieved” (Heerkens, p. 2006, p. 11).

As for the highly successful people, they also have their own definition of success. And very often, instead of accepting the standard definition of success, they reframe it for themselves. Success has been defined by many famous people. Thomas Edison's definition is “Success is

1% inspiration, 99% perspiration” (Baer, 2014b). One of Michael Jordan’s quote is “Obstacles don’t have to stop you. If you run into a wall, do not turn around and give up. Figure out how to climb it, go through it, or work around it.” Legendary basketball coach John Wooden said: “Success is peace of mind, which is a direct result of self-satisfaction in knowing you did your best to become the best you are capable of becoming” (Baer, 2014b).

To summarize, according to the bibliography on human resources and personal development, being successful means maintaining proper human resources management, working with the right people, considering the importance of the human resources, thinking big, having positive attitude and developing the keystone habits by working constantly on the personal development.

2.3 Semantic relations between concepts – what is not success in freelance translation

One of the objectives of this research is to define ‘success’ from the point of view of freelance translators. To that aim, we are approaching different fields related to success, and drafting several preliminary definitions before we come to the definite one, which encompasses both theoretical and applied part of this research. Namely, since the concept of ‘success’ is a complex subject of investigation, it has to be observed from more than one perspective to produce a comprehensive definition. In the first two sections of this Chapter, our goal was to analyze the concept of success in the existing bibliography on freelance translation, and in the bibliography of other fields – positive psychology, self-help and personal coaching, and human resources and personal development. In this section, we are complementing the set of preliminary definitions with an etymological overview of this term, in pursuance of strengthening the overall theoretical framework for defining success. Besides strengthening the theoretical part of the research, another goal of the lexicological overview is to detect other terms that can be included in the list of the community neighbors and the operational family. Last but not least, the main goal of this section is to elaborate on the possible misconceptions in relation to the term success, i.e. to investigate what is not considered success.

2.3.1 Etymology of the term 'success'

Dictionary definitions are by no means an authoritative resource, and they are never complete and relevant, especially not for the purposes of a research paper. Still, we can approach the lexicography (through general and specialized dictionaries) to get some idea about its general notions. The definition provided in BusinessDictionary.com may be considered one of the starting points for explaining the term success in the area of freelance translation, especially with regard to the business skills needed to become a successful freelance translator. According to this dictionary (BusinessDictionary.com, 2020), success can be defined as “achievement of an action within a specified period or within a specified parameter.”

Other definitions can be found on Dictionary.com (2020), and they are as follows:

Noun

the favorable or prosperous termination of attempts or endeavors; the accomplishment of one's goals.

the attainment of wealth, position, honors, or the like.

a performance or achievement that is marked by success,

as by the attainment of honors: *The play was an instant success.*

a person or thing that has had success, as measured by attainment of goals, wealth, etc.:

She was a great success on the talk show.

Obsolete. outcome (<https://www.dictionary.com/browse/success>, 2020).

Before we study the semantic relations between different concepts related to success, we will make a short overview of the etymology of this term in order to deepen our understanding of what 'success' actually is. Sometimes by studying the etymology of a term, we can gain an insight into the nature of the concept it represents.

Here is the etymology:

success (n.) 1530s, “result, outcome,” from Latin *successus* “an advance, a coming up; a good result, happy outcome,” noun use of past participle of *succedere* “come after, follow after; go near to; come under; take the place of,” also “go from under, mount up, ascend,” hence “get on well, prosper, be victorious,” from *sub* “next to, after” (see sub-) + *cedere* “go, move” (from PIE root *ked- “to go, yield”). Meaning “accomplishment of desired end” (*good success*) first recorded 1580s. Meaning “a thing or person which succeeds,” especially in public, is from 1882 (<https://www.etymonline.com/word/success>, 2020).

The word success comes from the 16th century Latin word ‘succedere’ meaning ‘come close after’. Then it evolved to the word ‘successus’ which means ‘advance, a good result and a happy outcome’. Nowadays, success has the general meaning of the accomplishment of one’s aim/purpose or the outcome (both positive and negative) of an undertaking.

The origin of the word has been subject of investigation in the article of Nora Peterson and Peter Martin (2014) who took a comparative approach, turning to the etymological roots of this term in British, French, and German literature. They turned to three etymological dictionaries: one each for English, French, and German and discovered that the term “success” appeared during the 16th century with increasing frequency compared with earlier times. They used the definitions from the Oxford English Dictionary. s.v. “success.” Oxford University Press, 2013, www.oed.com; Le Grand Robert de la Langue Française. s.v. “succès.” 2000, <http://gr.bvdep.com>; and Deutsches Wörterbuch von Jacob Grimm und Wilhelm Grimm. s.v. “erfolgen.” Akademie der Wissenschaften, 2012, <http://woerterbuchnetz.de/DWB> for English, French and German respectively. Although popular usage defines success as positive (whereas its antonym implies failure), the Oxford English Dictionary defines “success” as a neutral experience. It can be related both to positive or negative results; events can have “good” or “bad” success (OED). French term has the same etymological root, and it appears as a way to describe what happens next in a sequence of events. Success in German is “the manner in which a thing happens, the manner in which a series of events unfolds.” It can be also used to describe “the good or bad success of an enterprise.” Therefore, they have repeatedly discovered that “success” was not an exclusively positive term (Peterson & Martin, 2014, p. 8).

After having examined the etymology of the term and having consulted several dictionary definitions, for the purposes of this research we are adopting another preliminary definition of success as an accomplishment of the desired end. The positive undertone of success is implied in the very fact that our research is studying success in freelance translation, and our ultimate goal to establish a strategy for success in the market of freelance translation. Thus, we are eliminating the neutral and potentially negative connotations (success as an outcome or bad success), as it does not seem logical in our context and we are restricting the definition to the positive implications only. Accordingly, taking into consideration the lexicological analysis, we are seeing success as a favourable or prosperous outcome.

2.3.2 What is and what is not success

There are theoretical concepts in the literature related to success that are sometimes confused. To that aim, the bibliography is helping us identify the criteria that will allow us to define success in freelance translation. In particular, we are using the notions of “neighborhood community” and “operational family” (Cornu, 2000) as a methodological framework to describe the various partial synonyms and components of the concept of “success” that can be found in the bibliography on success from different points of view.

Some terms have similar but yet distinct meanings. We are comparing them with one another in order to differentiate and explain them more precisely, because the proximity of their meaning fosters confusion between them. The relationship of meaning relevant to the term in question is the semantic neighbourhood. These families of neighbors are also part of its field of references. Moreover, there are neighborhoods comprised of terms with same or different etymological roots (Cornu, 2000, p. 202). More precisely, the (partial) synonyms of “success” are the community neighbors, and these neighbors are always synonymous, although not always interchangeable.

The neighboring concepts are grouped together in order to be compared, and especially, because the proximity of their senses may increase the risk of confusion. In terms of proper translation, a bad choice of a community neighbor probably implies an inaccurate translation. Another notion, apart from the neighbourhood community is the operational family. (Cornu, 2000) The family groups all the terms that designate elements of the same “operation”. The usefulness of the operational family is that it roughly defines the outline of the concept. The members of a family cannot be easily confused, because they are not synonymous. The lexical set that they form corresponds, potentially, to an intervention group. The network of the senses here corresponds to operative links: to an operational family (Cornu, 2000, p. 207). When analyzing the bibliographical contributions from the previous sections of this chapter, we can make numerous relations of synonymy, i.e. we are establishing a neighbourhood community and an operational family to differentiate the semantic relations between the concepts.

As far as the success is concerned, the bibliography associates the following concepts, or community neighbors (according to the bibliography analyzed in Section 2.1 and Section 2.2

and according to the etymological analysis): good/high-quality/successful translation, profit, happiness, hard-working, highly-skilled, having degree in translation and/or attending other courses and trainings, proper training, diversification of services, reliability, proper customer service procedure (punctuality, meticulous service, responsiveness), outcome. We must not confound these concepts, because they are close to the nuclear concept of success, but they are not inside the concept. The concept of success is not synonymous with the above-mentioned concepts, but all of them are its components.

2.3.2.1 Success and its operational family

In our case, the features that make up “success” and the criteria that define success comprise the operational family. Our operational family includes the following concepts (according to the bibliography analyzed in Section 2.1 and Section 2.2) that we are comparing to the successful freelance translator: patience, self-confidence, persistence, dedication, positive thinking, self-respect, dignity, proper behavior, passion, enthusiasm, need for achievement, flow, emotional intelligence, dissatisfaction, time-management and other business skills, coping with job-related stress, etc. Here, the concept of success is not synonymous to the aforementioned concepts, but they can all be considered its components.

All the members of the operational family mentioned in the previous paragraph (the list is non-exhaustive) are related to success, but they cannot be considered its synonyms. We are presenting below some of the notes on the perception about some of the members of the operational family, that we took during the translation meeting (powwows) organized as part of the case study, as we need the opinion from the professional community to better differentiate the term success from the members of the operational family.

For instance, patience is a desirable virtue and may help freelance translators cope with tense situations with other parties involved in the process (clients, proofreaders, editors); freelance translators also need patience for learning new translation-related software or when expecting the outcome of the job offer they applied for and waiting for client’s approval; patience is also needed when searching for the most appropriate translation equivalent of a given term (that may even take hours, or in some extreme situations days); it can be helpful especially for the beginners in terms of waiting for the first job(s) until establishing a steady workflow.

In addition, Robinson (2003) define conceptual translators as persons “...who quickly lose patience with the practical drudgery of translating, and gravitate toward universities” (Robinson, 2003, p. 70). Patience is also, closely related to persistence and positive thinking, enthusiasm and even passion, need for achievement, time management skills, etc.

As an illustration, McKay (2006, p. 65) indicates that freelance translators who have above average time management skills “may be able to establish a productive routine.” However, possessing these virtues separately is not enough, because they are prerequisites for success, but not a definition of success. In other words, freelance translators who are patient, persistent, optimistic, enthusiastic, passionate, feel the need for achievement or have developed time management skills are in a favorable situation, because their chances of success are higher. However, they should be all of that (patient, and persistent, and optimistic, and enthusiastic, and passionate about their job, and to feel the need for achievement, and to have good time management skills) and a lot more to that in order to succeed. That is to say, they need many more competences and skills to make their dream come true.

2.3.2.2 Success and its community neighbors

Below we specify examples related to some of the members of the neighborhood community in the direction of differentiating what is and what is not success in the context of freelance translation as a profession.

One of the examples is related to the community neighbor customer service procedures. Freelance translators should know how to handle clients. We are again supporting our statement by Chriss’ (2006) statement that “...true professional freelancer knows how to conduct business, including how to sound confident and definite when negotiating, how to provide necessary information and to how make agreements for each project” (Chriss, 2006, p. 34). What is more, being accessible is also a crucial part of being a successful freelance translator. That requires replying to the job at the earliest convenience, and being ready to help the client if after-service is needed. Still, following the customer service procedures can only help the translator become successful, but it surely cannot be confounded with success. Punctuality, i.e. timely delivery is crucial for establishing successful cooperation with the client. According to Roger Chriss (2006, p. 8), one possible secret of success in translation is

timing. He claims that timing is “everything in translation” (Chriss, 2006, p. 8). By ‘everything’ he means submitting work, getting paid, paying taxes, making new purchases, taking vacations, sending CV to potential clients, submitting translation samples to agencies, and last but not least, the timing of the marketing. However, if the freelance translator is punctual, that does not imply that he/s is successful.

This is an example from the bibliography analyzed in the first two sections of this Chapter where the concepts of punctuality, accessibility, timing and customer service procedures in general can be related to the concept of success. However, although they can be confounded with the concept of success, they are not necessarily synonymous, because freelance translators can have a well-developed customer service procedure, they can be punctual and accessible, but still not successful. However, there is a low probability of success (even a short-term one) without being punctual and accessible. Therefore, having well-developed customer service procedures, i.e. being accessible and being aware that timing is of paramount importance, are one of the prerequisites for potential success as a freelance translator.

Next, we must not confound ‘outcome’ with success, and that was well explained in the etymological analysis (see Section 2.3.1). ‘Reliability’ is another community member of ‘success’. It is a complex word itself and may have many various interpretations depending on the context. When explaining the translator's reliability, Robinson (2003) claims that, the best synonym for the translator's reliability would be ‘professionalism’. He (ibid.) plastically depicts it by the following pragmatic statement: “A client that asks for a summary and receives a “correct” or “faithful” translation will not call the translator reliable — in fact will probably not call the translator ever again” (Robinson, 2003, p. 11). The author (ibid.) is further exploring the following aspects of translator reliability:

a) Reliability with regard to the text

- Attention to detail
- Sensitivity to the user's needs
- Research
- Checking

b) Reliability with regard to the client

- Versatility

- Promises
- Friendliness
- Confidentiality
- c) Reliability with regard to technology
- Hardware and software

We can conclude that translator's reliability is not related only to the process of translation itself, because clients need both reliable texts and freelance translators capable of "...producing texts reliably, on time and otherwise as promised, who are pleasant and professional and helpful on the phone, asking competent, knowledgeable questions, making quick and businesslike decisions, even making reasonable demands that cause extra work for them..." (Robinson, 2003, p. 11-13). Nonetheless, reliability does not necessarily mean success. Freelance translators can be reliable in every sense (with regard to the text, to the client, to technology), but that does not imply that they are successful professionals. Being reliable is only a component of being successful. Freelance translators should be reliable if their goal is to make a successful career, and should definitely consider reliability as one of the main prerequisites in the bundle of many more.

Another perspective we are developing in this section refers to the concept of success seen exclusively through the prism of quality. Nonetheless, 'quality' is another community neighbor of success, and not its synonym. In translation studies, in fact, the most common perception of success is related to quality. In many studies, successful is used as a synonym to good, especially when alluding to quality.

When exploring the concept of reliability, Robinson (2003) made a noteworthy reference to quality in this context as well. He (*ibid.*) is emphasizing that fulfillment of demands of textual reliability from both freelance translator and client point of view (translation should be reliable for client's specific purposes) are called a 'good' or 'successful' translation (Robinson, 2003, p. 7).

In the same direction, we are also reflecting on Hansen's (1997, p. 203) statement that "from a business point of view, a successfully translated text means a target text which results in business being successfully conducted and in goods being delivered without obstacles." The same author (Hansen, 2009) is further clarifying that in the process of research for the

adequate terminological solutions “...good translation solutions are assessed differently by different evaluators and that there is a lack of reliable procedures for holistic assessment, because not only ‘good’ or ‘successful’ would have to be clearly defined but also the weight of good solutions in relation to flaws and errors” (Hansen, 2009, p. 397).

The previous two paragraphs help us deduce that success can be used as a synonym to good/high quality only when referring to the translation, but definitely not when referring to the freelance translator. In other words, a freelance translator capable of producing successful translation may be successful, but not necessarily. However, good quality translation may be one of the most important prerequisites he/she needs to success. Translation quality is crucial for having a long and prosperous career as a freelancer, and we used it as a main criterion when selecting the top-rated freelance translators who participated in the case study (further details about the selection process are available in Chapter 4). In addition, we are making an overview of this common, and at the same time most dangerous trap when it comes to defining the concept of success in freelance translation – using the terms ‘good freelance translator’ and ‘successful freelance translator’ interchangeably.

Successful, good, or high-quality translation is logically provided by a good translator. For the purposes of this research we are assuming that a potential model of a ‘good freelance translator’ could be a person with an excellent command of both the source and target language, a person who possess the so-called translation competence, has a well-developed customer service procedure, is able to deliver high-quality translations on time, is a convinced user of several CAT tools, attends various translation related seminars, trainings, conferences, etc. However, good translator does not equal successful translator, i.e. being a good translator is only a pre-requisite for becoming a successful one.

On the other hand, successful freelance translators claim that quality is necessary for success in the market of freelance translators, but not the only requirement. This issue is explored in depth in the analysis of the results of the case study in Chapter 4. In this section, in order to spice up the differentiation between a ‘good translator’ and a ‘successful translator’, we are only providing a brief input from real and randomly chosen successful freelance translators. For example, one of the success stories presented in *The Bright Side of Translation*, Emily Plank (translator from German, French and Spanish into English) states: “If you can successfully demonstrate your quality, reliability and professionalism on a regular basis, the

work will come” (Adams & Morris, 2014, p. 37). Furthermore, Norra Torres (translator from English to Spanish and vice versa) believes that “...as long as I can provide high quality translations and good customer service, clients will come back” (Adams & Morris, 2014, p. 7). Finally, yet importantly, Tess Whitty (translator from English to Swedish) explains that she appreciates that clients “trust her translation quality, responsiveness and professionalism” (Adams & Morris, 2014, p. 29).

Another example supporting the idea that quality is a component of (potential) success, but not its synonym is provided in the online article *Biggest Mistakes Made by Freelancers (and How to Avoid them)* (2017) is emphasizing the importance of the timely service: “Deadlines are there for a reason, and clients prefer reliable employees who deliver quality in a timely manner, time after time.” In addition, in the online article *How to become a translator* (2019), the author (no name available) is claiming that “becoming a freelance translator can be quite challenging with no proven education in a given field, without basic work experience gathered during internships and with no references from reliable clients that could speak volumes about the quality of your work.”

Our observations lead to the conclusion that in the statements provided in the previous paragraphs, the term *quality* was never mentioned quality separately, but always in combination with other components (reliability, responsiveness, professionalism, good customer service, timely delivery, proven education, basic work experience, references), thus confirming our statement that it is not a single component of success, and can be considered its community neighbor, but not its synonym.

Synthesis

The purpose of this section was to examine the state of the art about the idea of success in the field of freelance translation. Aside from the available literature in regard to success from the field of translation studies and freelance translation, we moved toward other fields that study success (positive psychology, self-help, personal coaching, human resources and professional development) in order to establish a broader theoretical framework on the concept of success and to complement the scarce success-related bibliography on translatology, and freelance translation in particular. The idea was to see the concept of success from different points of view in order to build a solid theoretical base for creating the definition of success in

freelance translation. Additionally, we provided a concise etymological overview of the term 'success' and distinguished the terms that fall into the classes of operational family and community neighbors in order to comprehend what is not success, and we gave a short outline of the most common misconception, i.e. likening a good translator with a successful freelance translator.

CHAPTER THREE - FREELANCE TRANSLATION AS A PROFESSION

When it comes to the twentieth-century developments in the translation market, Oleg Semerikov and Simon Hodkins (2017) point out that translation as we know it today only came into being in the 20th century, and with the appearance of the internet, translation has become “a gigantic industry of its own” (Semerikov & Hodkinson, 2017, p. 118). These authors (*ibid.*) claim that there are about 7,000 languages in the world, and translation serves to bring us closer together as a global family.

The second pillar of our thesis is to identify the competences of a successful freelance translator. To achieve this objective, we followed the steps elaborated in this Chapter. This Chapter is divided into five sections. First, we are portraying in detail the two unique categories of translators - freelance translator and salaried translator, and we are featuring the distinctions among them. Next, we are investigating the legal regulation of the profession by reviewing the legal framework in the EU, and in particular, those five countries wherein we conducted the field part of our research and that contributed with the biggest number of respondents. Being a freelance translator requires possessing specific competences. Thus, we are reviewing the existing models of translation competence and we are proposing a new model applicable to freelance translators, which apart from the basic translation related competencies, includes specific business-related ones, i.e. entrepreneurial skills. To acquire these particular competences, freelance translators should think about completing the regular university degrees in translation and to work on their professional development by attending specific courses, workshops, seminars, conferences in order to become competitive when they enter the market of freelance translators. Moreover, they ought to network through translators associations in order to keep up with the new technological advancements in the translation industry, to acquire specific knowledge and potentially to find new clients, and last but not least – to beat the sporadic blues of their solitary job and to fight for promote of the their profession and their status.

3.1 Types of translators

Translation studies are relatively new as an academic discipline, i.e. they became a concept in the 1950s. Soon thereafter, institutes began to appear where people could learn how to become translators and to discuss the theories that would help them translate. Actually, before this period, translation studies were part of the linguistic studies and foreign language studies, and translation classes were only part of the curriculum of the students who were studying languages and literature in order to become language professors (Munday, 2001, p. 7). In fact, there have only been a few separate departments of translation and interpreting, such as The Institute for Translation and Interpreting (IÜD) in Heidelberg⁵ (founded in 1929) or the Faculty of Translation and Interpreting⁶ in Geneva (founded in 1941). Otherwise, most of the faculties, schools or departments were part of the philology studies, linguistics studies, philosophy studies, etc. Nowadays there are more and more Departments of Translation and Interpreting around the globe, but most of them have been established recently (during the last 20-30 years) (Munday, 2001, p. 8). The establishment of independent departments of translation and interpreting led to creation of another vocational profile – translator and/or interpreter. Actually, the genesis of this profession can be connected to the Tower of Babel (Ali Nojournian, 2005).

However, the profession of the freelance translators and internet freelance translators in particular, dates back to the appearance of the Internet. There were freelance translators before that as well, but most of them were translating in their free time, while having another job meanwhile. Hermans is underlying the necessity to bring the translator as a social being completely into the image and supports the above stated with the following statement (1996, p. 26): “Translation used to be regarded primarily in terms of relations between texts, or between language systems, and today it is increasingly seen as a complex transaction taking place in a communicative, socio-cultural context.”

Most generally, translators are classified into freelance translators and salaried translators. Translators choose either to work for themselves, as freelance translators, or in-house as employees of a translation agency/localization company/state institutions. Apart from these main categories, Gouadec (2007, p. 97-102) introduces a few others: translators working for publishing companies, ‘outlaws’, ‘invisible’ translators, and special cases.

⁵ <https://www.uni-heidelberg.de/fakultaeten/neuphil/iask/sued/seminar/seminar.html> Accessed May 2020

⁶ <https://www.unige.ch/fti/en/faculte/> Accessed May 2020

- Translators working for publishing companies may be literary translators, media translators, and even localizers. In many countries, translators are paid deposit and royalties by the publishers depending on the sales volume, and they fall into a tax and contributions scheme, which is similar to that of authors. At whatever point relevant, they are paid as authors (Gouadec, 2007, p. 100).
- ‘Outlaws’ are those translators who do not pay any taxes or contributions for the money they earn (Gouadec, 2007, p. 100).
- ‘Invisible translators’ are people doing translations who are employed under any other job description (documentation chief, bilingual secretary, etc.), but translators (even when they are qualified translators), essentially on the grounds that the employer does not perceive translation as a separate expert skill (Gouadec, 2007, p. 101).
- Last but not least, the so-called special cases incorporate those alluded to as ‘second-job’, ‘part-time’, ‘occasional’ or ‘remote’ translators (usually freelancers) (Gouadec, 2007, p. 102).

Special cases are pointed out by Robinson as well (2003, p. 22) in his book on becoming a translator, where he explains that some translators can translate as an occasional or part-time job, and for some it is the main source of income and they translate full time.

Bearing in mind that the other categories mentioned above by Gouadec can be also considered part of this broader categories (freelance or salaried translators), since translators working for publishing companies and ‘invisible’ translators are actually salaried translators, and ‘outlaws’ and special cases can be either freelance or salaried translators, and thinking about the subject of our thesis (freelance translators), we are concentrating just on freelance translators and on the other major category - salaried interpreters, in order to gain a better insight into their job and to decide the real contrasts among them.

3.1.1 Freelance translators

A freelance translator is a self-employed individual who works as an independent contractor for a scope of clients (Semerikov & Hodkins, 2017, p. 7). Freelance translators are also called ‘independent’ translators and plenty of them work as ‘single-person companies’ (Gouadec, 2007, p. 99).

Freelance translators work for clients, as opposed to managers, and normally on a wide assortment of projects related to translation and frequently to other related services, such as proofreading, editing, revision, subtitling, back translation, linguistic quality assurance projects, monolingual transcription, and transcreation, website and software localization. Freelance translators do not have an employer, and thus they have no office. They can rent an office and if they want, they can share it with other freelancers. Alternatively, they can opt to work in the so-called co-working space, or even cafeteria or public library. Their workplaces can be various, but most freelance translators work from home and deal with their customers remotely, by e-mail or telephone (Semerikov & Hodkins, 2017, p. 16).

Goauadec (2007, p. 98) is explaining that freelance translators' independent status is "...legally based on the voluntary contractual relationship they enter into with their clients." In other words, both parties concur on the deadline and on the rate for the job in question, and translators should finish the translation in the most appropriate fashion, while adhering to the specifications given by the customer.

A freelancer is in charge of all parts of their business – not simply the everyday work of translation, but promoting themselves, bookkeeping, arranging contracts, maintaining good relationships with customers (Semerikov & Hodkins, 2017, p. 7). In other words, they have to carry out all job-related activities by themselves, and besides their regular translation job, they are head of the department for sales and marketing, customer relations, technical support, bookkeeping and facilities maintenance, except they opt to hire someone to do these tasks for them (McKay, 2006, p. 12). Furthermore, Matis (2014) also confirms that the self-employed translators wear two hats: as a sales representative and as a project manager, since they are responsible for the correspondence with the customers and for carrying out their promoting. Notwithstanding, as a project manager of her own company, Matis advises "freelancers should always seek assistance from appropriate sources when dealing with complex projects, and seek the advice of an IT technician on an IT project, for example" (Matis, 2014, p. 12).

Freelance translators, as self-employed business entities, give translation and translation-related services to translation companies/agencies, global organizations and even the occasional private person (Semerikov & Hodkins, 2017, p. 7). 'Self-employed' implies that they are not legally 'bound' to their customers (Gouadec, 2007, p. 98). As for who those

customers are, they work for ‘direct’ clients or for translation companies and/or agencies that in fact get the jobs and subcontract it to the freelance translators. Freelance translators most commonly work for translation companies and/or agencies that thus source work from companies in a wide range of different areas around the world. In any case, freelancers can also work directly for end clients every once in a while. Indeed, numerous translators take on the two kinds of jobs, contingent upon what work is accessible (Semerikov & Hodkins, 2017, p. 16).

3.1.1.1 Working with translation agencies

Freelance translators can be hired by translation companies (that have their own in-house translators, but also use the services of freelancers) or translation agencies/translation bookers (that act purely as agencies and rely solely on freelancers) (Samuelsson-Brown 2004, p. 17). Hereinafter, we will collectively refer translation companies and agencies as ‘agencies’ for convenience, as “clients perceived them as agencies” (ibid.).

Freelance translators working for translation agencies may build up a decent affinity that could guarantee a reasonably constant workflow. They likewise have the choice of rejecting a job offer in the event that they are not available at the time. Working for translation agencies keeps the administration freelance translators have to deal with at a low manageable level.

Translation agencies offer lower rates than the rates that can be agreed upon with direct clients, because agencies do basically everything concerning marketing, advertising and selling to obtain the translation assignments. Furthermore, respectable translation agencies also make additional checks on the translations submitted by freelancers (usually done by their staff translators or by external proofreaders/revisers). They may invest a considerable amount of time reformatting a translation to suit customer’s prerequisites (Samuelsson-Brown, 2004, p. 17). Freelance translators’ only task is to register with translation agencies and acknowledge or dismiss the assignments offered. The more translation agencies they register the better, since this could build the odds of getting a regular supply of work. Working for translation agencies also allow freelance translators (especially the novices) to build up their expertise gradually (Samuelsson-Brown, 2004, p. 18).

Working for agencies can be significantly less stressful than managing with end clients, in light of the fact that a good project manager deals with everything aside from the translation itself. Busy freelance translators that cannot afford spending time on marketing and searching for direct clients may discover working for agencies especially appealing. Agencies can likewise offer a wide range of translation topics. Be that as it may, this might not be appealing to the freelancers that like just one sort of translation. In this event, he/she can generally search for those agencies specializing in industries of particular interest for him/her. In any case, numerous translators discover the assortment and “unpredictability of the work they get from agencies keeps every day interesting” (Semerikov & Hodkins, 2017, p. 35). Since many translators work for the same agency for many years, this kind of work offers an opportunity to shape significant connections inside the industry, and might potentially result in career opportunities that freelance translators would not catch wind of if they work just with direct clients, and numerous freelance translators reckon that it compensates for the marginally lower rates offered by translation agencies (ibid.).

3.1.1.2 Working with direct clients

Working for direct clients can be more lucrative than working for translation agencies, on the grounds that there is no agency acting as an intermediary and taking a cut, so that freelancers get 100% of the compensation, and that infers charging higher rates. Direct clients in some cases offer immense projects that run for a long time (many months or even years), or in some cases offer a regular workflow of small projects (Semerikov & Hodkins, 2017, p. 34). Directly moving toward clients within freelance translators’ specialist subject area can likewise imply that they end up with increasingly enjoyable work, since they can pick precisely which organizations to target. They can begin with those organizations in the subject area(s) they master and after that branch out bit-by-bit, or keep away from specific fields by maintaining a strategic distance from organizations that work in those fields, thereby guaranteeing that they invest more time and energy doing the preferable sort of jobs. All things considered, as Semerikov and Hodkins point out (2017, p. 35) “in many industries, direct clients alone are not enough to keep freelancers afloat financially.” They (ibid.) provide an example of academic or literary translators that would struggle to bring home the bacon on PhD theses alone, in light of the fact that commonly every such customer publishes just one thesis. The equivalent may be valid for literary translators, on the grounds that even the most productive authors will, in general, work at a slower pace than the average translator

will. In these fields, it may be important to take on work from agencies too in order to complement the profit from direct clients (Semerikov & Hodkins, 2017, p. 35).

Freelance translators that take on an enormous full-time venture from a direct client can get themselves jobless once the project ends or in the event that the organization winds down, on the grounds that in all that time they have not been built their client base. Most translators settle for an upbeat medium, with some agency work and some direct clients, and some freelancers claim that “the secret to success is never taking more than 20% of your work from a particular client, while others are happy with the famine and feast approach” (Semerikov & Hodkins, 2017, p. 34).

Freelancers who want to work directly with clients need to advertise and this requires extra time that will gobble up profitability and fee-earning capacity (Samuelsson-Brown, 2004, p. 18). In other words, direct clients require significantly more work than agencies, since freelance translators are totally in charge of all the advertising, correspondence, outsourcing and a lot other management jobs, along these lines reducing the profitability factor of direct clients once all this additional time and duty are firmly considered (Semerikov & Hodkins, 2017, p. 35).

After all, as Gouadec (2007, p. 189) suggests, the core of the issue is not simply to get customers, however to develop a portfolio of worthwhile clients. Freelance translators need to think about every client in terms of turnover, but also in terms of real profit. Producing immense turnover at the expense of tiny or fair hourly return is pointless, since each client should be viewed as a profit centre, with genuine potential for improvement in the medium-term. In general, direct clients have better potential in this regard in light of the fact that there is no mediator (Gouadec 2007, p. 189). Truth be told, most freelance translators essentially give top priority to their own standard direct clients and possibly go to the translation agencies if they are “short of work and those starting out in the translation business squeeze in, hoping to win larger contracts” (Gouadec, 2007, p. 304).

3.1.2 Salaried translators

The other side of the coin belongs to the salaried translators. They are employed and their employer is responsible for paying them salary, as well as paying the employer's contributions, whereas the translator is in charge of paying the employee's contributions. We are using the classification suggested by Gouadec (2007, p. 92-98) to list the types of salaried translators that may be employed by:

- an in-house corporate translation department or an official translation service,
- a temping agency,
- a translation company / a translation brokerage company,
- an umbrella company (Gouadec, 2007, p. 92).

In-house translators work in in-house translation departments within companies or governmental or non-governmental organizations. In-house translators usually work on their employer's premises or in some cases from home. Worth mentioning are the generally known major institutional translation services that are part of well-known organizations, such as the government departments, the UN or UNESCO, the European Union Directorate General for Translation and so on and so forth). In that context, Gouadec (2007) is commenting, "translators working for such services are usually the envy of the profession due to their rather (very) favorable terms of employment and working conditions" (Gouadec, 2007, p. 94).

'Temping' translators, on the other hand are those hired by 'temping' agencies. They actually work as freelancers, but they are salaried employees, temporarily employed.

Translation company translators work for translation companies. Their job is entirely focused on translation, and the company itself is responsible for finding clients, negotiating the rates, acquiring all the equipment the translators need, paying them salary and allowing them to enjoy the benefits such as paid holidays, health and pension insurance, etc. Translators, on the other hands, are obliged to do their best to maintain the profitable operation of the company.

Salaried translators that are working for a broker or agency are in charge of managing the freelancers and proofreading their translations. Their duties can be compared with the duties of those in-house translators responsible for outsourcing part of the workload to freelancers.

Gouadec (2007) clarifies that usually translators working for brokerage companies are freelance or independent contractors. He (ibid.) further explains the difference between a broker and an agency, which is in that “...the broker simply buys and sells translation whereas the agency usually takes care of at least part of the translation process” (Gouadec, 2007, p. 96).

Translators under the umbrella company system are in fact freelancers with the status of salaried translators. If they win a contract with one of their own clients, they can sign a short-term ‘consultancy’ contract with an umbrella company (Gouadec, 2007, p. 98). Then, it is responsibility of the umbrella company to invoice the translator’s client, does all the accounting paperwork and pays the translator, who is only responsible for paying the employee’s contributions.

3.1.3 Working conditions of freelance and salaried translators

Working hours

Gouadec (2007, p. 99) clarifies that most freelance translators work long hours in light of the fact that their salary relies upon the quantity of hours they spent working. Burke (2008, p. 4) adds to Gouadec’s statement by including that freelancers can work flexible working hours. Salaried translators, on the other hand, have fixed working hours. Nevertheless, as Baker (2018a, ch. 1) states, they are likewise not immune to working unsociable hours, particularly in busy periods.

Working environment

Freelance translators for the most part work at home, and they do not invest cash and energy in commuting (Gouadec, 2007, p. 99). They can live “any place they like” (Burke, 2008, p. 5) and they can even ‘live as digital nomads’ (Semerikov & Hodkins, 2017, p. 123). The mere fact that they do not commute implies not so much stress but rather more time to spend with the family, pursuing pastimes or simply unwinding (Semerikov & Hodkins, 2017, p. 16). Moreover, the only support freelance translators have access to is the support system they set up themselves (Baker, 2018a, ch. 6).

On the other hand, salaried translators work in their employer's premises and need to commute to work (Semerikov & Hodkins, 2017, p. 16). They (ibid.) call attention to that they have the access to the IT support staff working for the same employer, and are likewise to discuss in-person translation queries with the colleagues.

Nevertheless, Baker (2008a, ch. 9) states that there is an increasing number of salaried translators working from home, apart from the translators who are employed by translation agencies. They can, in any case, be in contact with their colleagues to discuss project-related issues, on the grounds that the greater part of the translators are online more often than not, so they can generally reach their colleagues in the event of uncertainty concerning the possible translation equivalent, consistency of the terminology used - for instance, when working on big translation projects crowd sourced to several translators. To be specific, the business may make reserve funds on office running costs, where translators set aside both time and cash on commuting, which could be a win-win situation for both the employer and the salaried translator (Rudavin, 2008, p. 79).

Unlike freelance translators, salaried translators are not allowed to pick the place of residence, as it relies upon location of the employer's premises. If the organization chooses to move, they should move also, or quit working for that business (Jenner & Jenner, 2010, p. 170).

Socialization and work motivation

Freelance translators more often than not work alone. They need to be able to motivate themselves to take care of the business. Especially considering the fact that here is no one to look over their shoulder, nor is there anyone to yell at them when they are relaxing or slipping behind schedule. In the event that they do not police their very own time, they could end up delivering projects late or to an unacceptable quality level – “something which will ultimately drive clients away” (Semerikov & Hodkins, 2017, p. 16).

Freelance translators can likewise experience the ill effects of loneliness because of working alone. Burke (2008, p. 4) explains, “loneliness can be alleviated by joining local freelance networks, and working in the so-called ‘co-working spaces’, as well as socializing with friends and family.

Salaried translators, on the other hand, are in persistent contact with their colleagues (Jenner & Jenner, 2010, p. 167). Semerikov and Hodkins (2017, p. 16) point out that the working motivation of salaried translators is affected by working in an office. Freelancers that miss the social side of worker life, or discover they can concentrate better in a committed working space, can generally rent a desk in a shared office (ibid.).

Financial security

Semerikov and Hodkins (2017, p. 17) explain that freelancing, in particular, is substantially less secure than full-time employment. Freelancers lack many of the financial and legal protections that accompany a permanent job – and relying upon where they live, things like pension plans and health insurance will have to be covered by freelance translators themselves. Furthermore, customers are never obligated to offer projects to freelancers, so in case they become dependent on only one source of work, which in the end dries up, they could end up attempting to remain above water (Semerikov & Hodkins, 2017, p. 17).

Freelance translators' income can vary significantly. Besides, they should ensure their customers pay them on time. With respect to the working hours, Gouadec (2007, p. 99) highlights that they can choose whether to work unsociable hours/weekends. In any case, they can select to surcharge for weekend work. Burke (2008, p. 5) is claiming that freelance translators' financial insecurity can be avoided by “understanding, controlling, and being acutely aware of your cash flow.”

Robinson (2003, p. 30) points out that income flow of freelance translators can be related to the speed of translating. Provided there is a large and steady volume of incoming jobs, freelancers who translate fast earn more. Notwithstanding, as Robinson states (ibid.), “...translating speed is controlled by many factors: typing speed, the level of text difficulty, familiarity with this sort of text, translation memory software, personal preferences or style, job stress, general mental state.” In the same vein, he (ibid.) concludes: “If you're fast, get an in-house job; if you're really fast, so your fingers are a blur on the keyboard, go freelance. If you're slow, get a day job and translate in the evenings” (Robinson, 2003, p. 30).

Salaried translators can count on a fixed salary. Often, their salary is inferior to that of freelancers considering the number of working hours (Jenner & Jenner, 2010, p. 172). However, this is debatable, due to the fact that freelancers invest time and effort in many

activities that are not business related, and they likewise occupy plenty of time that might not be taken into considering in their “official working” hours. The edge of salaried translators over the freelance translators incorporates greater stability, no unemployment risk (unless the organizations goes bankrupt), indefinite time contracts (Jenner & Jenner, 2010, pp. 168-170).

Autonomy

Fraser and Gold (2001, p. 682, as cited in Pym et al. 2012, p. 89) find that “freelance translators enjoy higher levels of autonomy and control over their working conditions than other comparable self-employed groups”. The clarification is that the explanation for this is because of the nature of freelance translators’ and their relationship with clients, which actually create inelasticity in the supply of their skills. As a result, the more successful freelancers can use their market position to force authority over domains like deadlines or payments. In other words, “individual translators may find more control and autonomy as freelancers than as in-house salaried workers” (Pym et al., 2012, p. 90).

For many individuals, the greatest draw of all when thinking about going freelance is the freedom their job gives. Being their own bosses, getting an opportunity to set their own hours and pick the projects they work on. Semerikov and Hodkins (2017, p. 17) clarify that there is no one investigating their shoulder, “no quarterly performance reviews, no office politics” (Semerikov & Hodkins, 2017, p. 17).

Moreover, they enjoy flexibility and freedom to decide on the content and the scope of their work, and that is considered “the major advantage of freelancing, because a significant number of freelancers work part time by choice”. (Gouadec, 2007, p. 99). Nonetheless, although they can choose to take some jobs and decide to reject other, sometimes they are obligated to accept boring, tedious or repetitive jobs because they simply need money. In addition, freelancers can negotiate deadlines with their clients, and mostly work on their own. Freelance translators are liable only to their clients and the Tax Revenue Office (Baker, 2008a, ch. 3).

As far as the autonomy of the salaried translators is concerned, they have hierarchy relations with their bosses, they are responsible to their managers in the organizations, offices, governmental organizations, international institutions that employ them, and they do not have control over the projects they receive and the deadlines for their completion (Jenner &

Jenner, 2010, pp. 168-180). Be that as it may, they scarcely have any responsibility (except if they produce a malicious mistranslation), and it is their employer who is “ultimately responsible for the translation quality provided” (Baker, 2008a, ch. 1).

Social and health benefits

Baker (2018a, ch. 8) explains that freelance translators: “can deduct ‘allowable expenses’ against their income, they are free to decide when to take (an unpaid) holiday.” In addition, freelancers often neglect the significance of the benefits enjoyed by salaried persons, such as insurance, health benefits, paid holidays, payments to the pension funds, etc. Burke (2008, p. 6) is warning about the loss of salaried benefits, that he called ‘soft benefits’. Salaried translators, on the other hand, are vested with the right to enjoy the benefits such as sick pay, unemployment benefit, pension, annual paid leave (although its allowance is limited).

Holiday planning

Semerikov and Hodkins (2017, p. 129) point out that: “...it is easy to forget that you need a break when you're in the freelancing mindset: always focused on the next deadline, conscious of the need to be responsive and attentive to your clients” (Semerikov & Hodkins, 2017, p. 129). Freelance translators are normally usually self-employed, so they cannot rely on a paid annual leave. Be that as it may, breaks are fundamental for the translators, since they have to “recharge the creative battery” (Semerikov & Hodkins, 2017, p. 129).

Arranging the holiday tests freelancers’ managerial skills in terms of coping with the clients and translation orders while they are away. As clarified by Semerikov and Hodkins (2017, p. 130), freelance translators should inform their clients (both translation agencies and direct clients) well ahead of time about their vacation unless they choose to travel with their laptop and sacrifice some of their spare time by assisting a regular client with a tiny urgent task, for instance.

Salaried translators, then again, notwithstanding having paid annual leave, can likewise pick the vacation timeframe and indulge in a carefree get-away without thinking how to justify their absence if there is a lot of work in the office while they are away. It is the obligation of their boss to arrange these things (Rudavin, 2008, p. 57). What is more, the suggested alternative of traveling with a laptop by Semerikov and Hodkins is not typical to salaried translators, as they are no job and client dependent in that sense.

3.2 Freelance translation - legal regulation of the profession

Translation as a profession, and specifically freelance translation, has been a topic of the articles and books written by many authors, such as Chriss (1994), Robinson (2003), Samuelsson-Brown (2004), Gouadec (2007), Pym et al. (2012), Matis (2014), and Semerikov and Hodkins (2017). They are all discussing the requirements to be fulfilled in order to work as a freelance translator, and they describe the profession in detail.

The legal framework of freelancing depends on the national legislation of the country where the freelancer is based in or the country where he pays taxes (in case the freelance translator does not live in the country of their actual fiscal residency) (Gouadec 2007, p. 99).

Translation profession has been regulated by several legal documents. Below we are providing an overview of the Translator's Charter of FIN, Bern Convention, UNESCO's Nairobi Recommendation, as well as through the prism of the EC publication *The status of the translation profession in the European Union* (Pym et al., 2012). We are also providing an analysis on the regulation related to the social protection systems covering the freelance translators in the five countries (Germany, Hungary, Republic of Macedonia, the Netherlands, and Spain) where we conducted the field part of the research (powwows). Another argument for choosing these 5 countries is that in spite of the fact that the total number of countries that had at least participant in our research was 39 (we are considering participants in all the instruments we used during the research, described in detail in Chapter 4), the largest portion of the total number of respondents comes from these 5 countries. Furthermore, we are giving a brief overview of the general legal framework (as far as the social protection system is concerned) of the remaining EU countries.

The purpose of *Translator's Charter* drafted by the International Federation of Translators (approved in 1963, and amended in 1994) is "to serve as guiding principles for the exercise of the profession of translator."⁷ Section II and Section III are dedicated to the rights of the translator and the economic and social position of the translator. More specifically, Articles 13-19 are regarding the copyright. According to this Charter translations shall enjoy the legal protections as any other creation of the intellect, and translators are the holders of copyright in their translations and have the same privileges as the author of the original; translators'

⁷ <https://www.fit-ift.org/translators-charter/> Accessed May 2020

right to recognition of his/her authorship of the translation is for life, and what is more, translators are vested with the exclusive right to authorize the broadcasting, adaptation, publication, adaptation, presentation, modification, and with the right to use the translation in any form, and is also entitled to remuneration for every public use of their translation. Section III of the Charter lays down that translation profession in every country shall be equally protected as the other professions (by standards contracts, collective agreements, etc.), and that translators shall have the benefits granted to intellectual workers, especially in terms of social insurance.

Copyright laws are similar in most western countries, and they usually derive from international conventions such as the Bern Convention for the Protection of Literary and Artistic Works, signed in 1886. The document drafted from this international convention underwent several revisions, and the most recent one dates from 1979, according to the official website of the World Intellectual Property Organization.⁸ According to Esteves (2005, p. 1): “The fact that the law considers translations as creative works is somewhat surprising even to translators, who are used to social prejudice which undervalues their work in many ways.”

The legal status of the profession is also subject of the European Council of Literary Translators’ Associations (CEATL).⁹ We are using their summary to extract some of the most important conclusions relevant for the freelance translators. CEATL defines the legal status of the translators through the Universal Declaration of Human Rights, The Berne Convention, UNESCO’s Nairobi Recommendation. In Article 27.2 of the Universal Declaration of Human Rights, for instance, it is stipulated that authors of any scientific, artistic or literary work have the right to the protection of both moral and material interests.

Berne Convention for the Protection of Literary and Artistic Works is another important document for establishment of the legal framework of the translation profession. In Article 2 of this Convention, it is specified that all translators have the right to the same protection as the authors of the original work. Article 2 further clarifies that the term “literary and artistic works” is an umbrella term for every work in the literary, scientific and artistic domain, regardless of the form or mode of its expression. In other words, this means that copyright

⁸ www.wipo.int Accessed May 2020

⁹ <https://www.ceatl.eu/translators-rights/legal-status> Accessed May 2020

protection applies to all translations that bear the stamp of their author, and not only translations of ‘high literature’.

On the other hand, UNESCO’s Nairobi Recommendation on the Legal Protection of Translators and Translations and the Practical Means to improve the Status of Translators¹⁰ of 1976, provides a concrete set of norms related to the legal position of translators, social and fiscal situation, contracts and compensation, training and working conditions. This Recommendation applies to all translators regardless of their legal status (freelance translators or salaried translators), regardless of whether they work part-time or full-time and regardless of the domain of the translation. Its key principle is that translators should have the same protection rights as writers. It is pointed out that those freelance translators who work as independent writers should benefit from any social insurance scheme, and from any taxation arrangements, generally applicable to the authors of literary or technical/scientific works, including technical works.

The EC publication *The status of the translation profession in the European Union* (Pym et al., 2012), examines in detail the traditional signals in the profession, by providing case studies of eight countries (both EN and non-EU), along with sociological and economic modeling. According to the authors (Pym et al., 2012, p. 3), “Status is understood as the presumed value of expert skills, rather than the skills themselves.” The many different kinds of signaling mechanisms go by many different names. According to the publication of Pym and his collaborators (2012), in NACE (Statistical Classification of Economic Activities in the European Community) “Translation and Interpretation” is listed as a separate category (74.3), alongside “Specialized design activities”, “Photographic activities” and “Other professional, scientific and technical activities” (Pym et al., 2012, p. 17). As far as its status in taxation systems is concerned, there is no special category for translators within the taxation systems of the countries where the study was conducted. Therefore, translators must list themselves either as self-employed or salaried workers.

¹⁰ http://portal.unesco.org/en/ev.php-URL_ID=13089&URL_DO=DO_TOPIC&URL_SECTION=201.html
Accessed May 2020

Independent professionals, also known as iPros or freelancers,¹¹ are highly skilled self-employed workers, without employees, engaged in activities of an intellectual nature and/or work within the service sector. The status of translators in the social security system is directly related to their categorization in the respective taxation system. Commonly, freelance translators fall within the same category as all self-employed workers, i.e. workers who receive royalty payments. In some countries, however, literary translators (and the other copyright holders translators) enjoy tax benefits (Pym et al., 2012, p. 19).

One of the primary contrasts between self-employed and employees is the difference in access to social protection. Self-employed workers, freelance translators being part of them, experience gaps in terms of “entitlement to social protection and certain rights, contribution gaps and integration gaps – whereby certain other entitlements, such as housing or credit, might be linked to one’s employment status” (Eurofound, 2017, p. 47).

Inside the EU, social protection frameworks have been developed by two principles. The primary approach targets keeping up workers’ income in the event of social risks, whereby the connection with employment is the starting point. The subsequent approach aims at guaranteeing a sufficient, uniform pay for all citizens on account of specific risks. This replacement income can be all-inclusive and somewhat generous in some cases or more increasingly restricted or potentially means tested in others (Eurofound, 2017, p. 47).

Social protection systems generally cover the following elements, according to the Mutual Information System on Social Protection (MISSOC):¹²

- healthcare (costs);
- sickness (benefits paid during sick leave);
- maternity (costs and benefits);
- invalidity (benefits);
- old age (benefits);
- employment injuries/accidents at work and occupational diseases (costs);
- unemployment (benefits);
- family (benefits);

¹¹ <https://www.eurofound.europa.eu/observatories/eurwork/industrial-relations-dictionary/independent-professionals> Accessed July 2020

¹² <https://www.missoc.org/> Accessed July 2019

- survivors (benefits);
- guaranteed minimum resources (benefits);
- long-term care (costs).

Freelance translators in the EU, as self-employed workers, are part of different social protection systems, depending on the country in which they are practicing the profession.

Inclusive systems

The most generous and comprehensive systems can be found in the Nordic countries such as Sweden, Finland and Denmark, where the self-employed generally enjoy the same social protection as employees, since its majority depends on universal schemes. Nonetheless, a few components vary regarding the profundity of coverage or the amount of received benefits (Eurofound, 2017, p. 48).

Specific social security systems for the self-employed

In various countries, there is a particular social security system for self-employed workers. This is the situation for Austria, Belgium, France, Germany, Greece, Italy, Luxembourg, the Netherlands, Spain and Portugal (Eurofound, 2017, p. 48).

In Germany, certain social protection elements apply to all workers, for example healthcare and long-term care costs, as well as family benefits. In any case, the self-employed are permitted to opt out of healthcare costs and get private insurance. For other components (sickness benefits, invalidity and accidents at work) opting out is not possible, since the insurance is compulsory. Pension insurance is compulsory for most self-employed people except for those, such as the liberal professions (and translators are generally considered part of the “freie Berufe” (liberal professions) (Pym et al., 2012, p. 44)), that an occupational pension scheme. Unemployment insurance is voluntary and self-employed workers can receive unemployment benefits after 12 months of voluntary contributions (Eurofound, 2017, p. 48).

In the Netherlands, the general social security framework applies to the self-employed, but labor-related risks are generally not covered. This means that in practice, health insurance, long-term care, family benefits, old-age pension and survivors’ benefits are universal. Notwithstanding, there are no sickness benefits for the self-employed during the initial two

years of sickness absence. They can choose between public or private insurance. No insurance against accidents at work exists, neither an unemployment benefit for the self-employed. Yet, there is a minimal maternity benefit identified with past income (Eurofound, 2017, p. 48).

In Spain, the self-employed workers are compulsorily secured for healthcare and maternity care, invalidity, pensions and family benefits. Insurance against accidents at work is compulsory just for certain groups of the self-employed workers and voluntary for others. Sickness benefits, maternity leave and unemployment insurance are voluntary (Eurofound, 2017, p. 48).

Self-employed workers in Spain fall under a unique tax system, which expressly incorporates “Translators and Interpreters” (Régimen de Trabajadores Autónomos, epigraph 774 / section 2). Because of this system, freelance translators are covered by the social security system, and they pay their social security contributions on monthly basis (Pym et al., 2012, p. 60). Furthermore, self-employed freelancers can issue invoices, and are therefore are obliged to pay the value added tax every three months. Literary translations are exempt from VAT (Pym et al., 2012, p. 17).

Universal elements but no specific system for the self-employed

The following countries: Croatia, Cyprus, the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Romania, Slovakia and Slovenia, share some universal elements in the social protection system for both the self-employed and employees, for instance, as healthcare and pensions, however some other schemes are either voluntary or non-existent for self-employed workers.

In Hungary, the self-employed freelance translators are secured for all branches as employees. All citizens receive the same family benefits, i.e. they are universal. Contributions are calculated on self-declaration of the earned income, in any event covering the minimum wage (Eurofound, 2017, p. 49).

Limited universal social security rights

In Bulgaria, the self-employed are just secured obligatorily for old age and invalidity. Other schemes, for example, those for maternity leave and healthcare, are based on voluntary social security contributions (Eurofound, 2017, p. 50).

In Ireland and the UK, there are exceptionally restricted universal social security rights for the self-employed, for the most part supplemented by means-tested benefits. In the events that freelance translators wish to have a more generous insurance, they need to arrange for a voluntary private insurance, which is not connected to the state social protection system. There is no distinction regarding benefits between the self-employed and employees, if contributions have been adjusted to cover certain risks (Eurofound, 2017, p. 50).

Currently, Macedonian freelance translators/interpreters can have the following status in order to be able to pursue their profession:¹³

- (1) the status of an unemployed person who receives royalty payments for his work without being vested with the rights to pension and health insurance, or
- (2) to be formally employed within an umbrella company in order to be able to exercise their right to pension and health insurance and to carry out their actual professional activity part-time, or
- (3) to register themselves as self-employed workers.¹⁴

¹³ <http://mata.mk/en/> Accessed June 2020

¹⁴ In 2015, the Government of the Republic of Macedonia adopted the Amendments to the Law on Social Contributions, and in accordance with these amendments freelancers were obligated to pay social contributions on a monthly basis. The Law became applicable as of 1 January that year. However, the adoption of these amendments to the law was strongly criticized by the freelance community in the country, and following numerous protests, public demonstrations, and moreover, considering the forthcoming general election in December 2015, this law was short-lived and was abolished 6 months after its adoption. Macedonian Association of Translators and Interpreters (MATA) was also reacting regarding the items stipulated by the Law on Freelancers and submitted a proposal¹⁴ (a self-employed model) to the Government of the Republic of Macedonia for introduction of optional lump-sum payment of mandatory pension and health insurance, annually, in advance, for translators and interpreters who will acquire the status of self-employed natural person. The experiences from other European countries were also taken into consideration for the drafting of this proposal. MATA proposed the Ministry of Finance (Public Revenue Office) and the Ministry of Labor and Social Policy to adopt an act in order to regulate the status of self-employed natural person for translators/interpreters by introducing lump-sum prepayment of pension and health insurance packages.

Freelance translators that are self-employed workers share the same elements in the social protection system with the employees, i.e. they pay the same contributions¹⁵ and receive the same benefits. Compulsory social insurance includes the following contributions and benefits: pension and disability insurance based on current payments; mandatory fully funded pension insurance; seniority insurance that is considered with increased duration; health insurance (sick leave and maternity leave included) and unemployment insurance.¹⁶

3.3 Towards a model of freelance translator's competence

We are opening the key section of this Chapter by paraphrasing Gouadec (2007, p. xiii), who claims that “languages are essential, but insufficient.” To succeed, freelance translators need, first and foremost, an absolute linguistic proficiency, but also a perfect knowledge of the relevant technical, legal, cultural, and commercial backgrounds, as well as a full understanding of the subject matter. Moreover, other pre-requisites are the constant willingness to learn, a gift for writing, as well as thoroughness, stamina, and sense of initiative for doing research for better understanding of the subject matter (Gouadec, 2007, p. xiii). What is more, another key of the survival strategy as a freelance translator is the ability for smooth and effective communication with all relevant job-related partners, such as clients, colleagues, suppliers of terminology and information, proofreaders/revisers, tax and social security officers, etc. Last but not least, knowledge in management, marketing, and accountancy can be of help (Gouadec, 2007, p. xiii).

MATA asked for tax relief that will apply to the personal tax and contributions due to operating costs of the freelances, and due to the fact that translation and interpretation are subject to the Law on Copyright and Related Rights. Thus, MATA suggested that contributions would be paid in advance for a full fiscal year. In terms of personal tax, the existing reliefs are 50% for literary translation and 30% for every other translation and interpreting work.

In terms of health insurance and pension insurance, they consider that self-employed translators and interpreters should be treated equally as any other employee in the Republic of Macedonia.

The decision¹⁴ of the Ministry of Finance on MATA's proposal was negative, i.e. the Ministry of Finances considered that introduction of a lump sum advance payment of contributions by the self-employed persons of the translating and interpreting profession deviates from the established system for payment of contributions that is mandatory for all tax payers. The Ministry of Finance also rejected the proposed tax deduction of 50% to be applicable to all types of translation and interpreting work.

¹⁵ <http://www.financethink.mk/models/tax-system-of-macedonia/> Accessed June 2020

¹⁶ <http://av.gov.mk/zakoni.nspx> Accessed June 2020

All of the aforementioned segments and many more are part of the so-called 'translation competence'. Albir and Orozco (2002, p. 375) point out that there is not a generally accepted definition and model of translation competence, as 'It has been called transfer competence (Nord (1991)), translational competence (translation performance Wilss (1989), Toury (1995); Hansen (1997); Chesterman (1997)), translator competence (Kiraly (1995)), translation performance (Wilss (1989)), translation ability (Lowe (1987); Pym (1993); Stansfield, Scott & Kenyon (1992)) and even translation skill (Lowe (1987))'. Kelly (2002) uses the term 'macrocompetence', while the European standard EN 15038 which was later replaced by ISO 17100, uses the term 'translation competence' as part of the competencies that the translators possess.

Compared with research into translation competence (which has seen rapid developments since the 1990s), research into translation competences of the freelance translators is much newer and there is not a specific competence model that entirely covers their skills and competences. To be a freelance translator, one should possess specific competences, and one of those specific competences that are not covered by the models on translation competence (discussed below) is the entrepreneurial competence, i.e. the competence for making business and apart from being a translator, possessing skills and competences for operating as a business entity. Literature on translation competence comprises translation related normative documents and competences in translators' education/training.

In the next paragraphs we are going to stress out the requirements that should be met by translators (and freelance translators in particular) according to these official documents, and according to the translation theorists so that we could compare them later with the conclusions we reached from the conducted research and to point out the competences that freelance translators should possess, and thus to confirm that the current translation competence models do not cover entirely the set of skills and competences required to succeed as a freelance translator. To that end, we are also analyzing a list of entrepreneurial competences, which complement the already established translation competence models. In the end, we are proposing our model of freelance translator's competences.

3.3.1 Normative documents regarding translation competence

One example of an official document that refers to all translators in general, but is also applicable to freelance translators is the Translator's Charter of the International Federation of Translators (FIT).¹⁷ Moreover, the European Standard for Translation Services EN 15038 (Translation Services - Service Requirements) and the international ISO 17100 are the first standards for translation. Apart from the procedural and substantive requirements to be met by the provider of such services (translation agency or translator), they also define the competencies required for translators. Worth mentioning, is the latest tendency of machine translation post-editing, so that the increasing importance of machine translation led to the emergence of the third international translation standard, ISO 18587, which refers to the translators as machine translation editors.

The text of the Translator's Charter was adopted in 1963 at the Congress in Dubrovnik, and revised in 1994 in Oslo. Points 6 and 7 of the translation competences are discussed in Chapter I of the General Duties of the Translator, which requires complete knowledge of the source and target language, of the topic being translated and possessing general knowledge. Translator's Charter is a universal one and encompasses freelance translators as well.

The first Translation Services Standard EN 15038 was adopted by the European Committee for Standardization 2006, after a discussion attended by representatives of national translation associations of EU countries, the Association of European Translation Companies and national standardization agencies. It defines the conditions that a translation agency or freelance translator must meet in terms of technical equipment and expertise, quality assurance and management of translation projects, items that can be found in contracts and procedures in the business from receipt of the assignment to its delivery to the client. Its focus is on translation as a product.

The document (EN 15038) begins with a list of definitions (below), including the definition of competence "as a demonstrated ability to apply knowledge and skills."¹⁸ It specifies the competences of all participants in the translation project: project manager, translators, editors, proofreaders and proofreaders. The minimum competencies that translators need to possess are translation, linguistic and textual, research, cultural and technological. The standard

¹⁷ English version is available at <http://www.fit-ift.org/translators-charter/>

¹⁸ EN 15038, page 5

stipulates that all the above competences can be acquired in translation studies or in any studies and two years of translation work, or five years of translation work.

We are providing below an overview of European quality standard for translation service EN 15038:2006 replaced in 2015 by the international standard ISO 17100:2015 Translation services – Requirements for translation services. These standards deal with the established competencies of a professional translator. EN-15038:2006¹⁹ is a specific European standard for translation services that offers a description and definition of the entire service both to the translation service providers and to the clients, and it is providing translation service providers a set of requirements and procedures needed by the translation market. This standard specifies that translators shall have at least the following five competences:

1) Translating competence: the ability to translate texts to the needed level, which involves the consistent application of established terminology, syntactic and lexical means characteristic of a given type of text, adherence to the spelling rules, stylistic requirements of the client, use of a proper register, taking into consideration the needs of the target group and the purpose of translation. Moreover, the ability to assess the problems of text comprehension and text production, and the ability to render the target text pursuant to the agreement between the client and TSP, and lastly – to justify the results, i.e. the solutions made while translating.

2) Linguistic and textual competence in the source language and the target language: the ability to understand the source language and mastery of the target language, and knowledge of text type conventions, and the ability to apply this knowledge when producing texts.

3) Research competence, information acquisition and processing: the ability to acquire the additional linguistic and specialized knowledge, the experience in the use of research tools and the ability to develop appropriate strategies use of the available information sources.

¹⁹ http://www.password-europe.com/images/PWE/PDF/DIN_EN15038.pdf Accessed April 2019

- 4) Cultural competence: the ability to use appropriately the information regarding the locale, value systems and behavioral standards of the source and target cultures.
- 5) Technical competence: the abilities and skills for the professional preparation and the factual production of translations.

Beyond the core translation process, this standard covers all the related aspects involved in providing the service, including quality assurance and traceability. Generally speaking, the highlights are that first, it defines the translation process where quality is guaranteed by the fact of the translation being reviewed by second pair of eyes, and secondly, it specifies the professional competences of each and every participant in the translation process - translators, proofreaders, reviewers, revisers. In other words, the minimum criterion of every translation service under EN-15038 was to include translation and review. This quality standard obliged clients to work exclusively with translators who can provide documentary proof that they meet at least one of the bellow stated criteria, thus limiting the scope of translation service providers to freelance translators (and other language service providers) who possess:

- formal higher education in translation (recognized degree);
- equivalent qualification in any other subject plus a minimum of two years of documented experience in translating;
- at least five years of documented professional experience in translating.

The original requirements of EN-15038:2006 were transferred to the ISO framework through ISO17100:2015.²⁰ This international standard, ISO 17100, which was created on the basis of European EN 15038 and therefore replaced it, focuses on the translation process, in addition to competencies of translators, editors and proofreaders, describes in more detail the competencies of the project manager managing the translation process in translation agencies, as and its specific tasks. The competencies of a translation project manager include knowledge of possible translation services and the translation process, as well as project management skills. These competences are also applicable to freelance translators, as they actually act as their own project managers when working for direct clients or for translation agencies. It is the first time that a standard introduces, as one of the elements of a contractual relationship, the possibility for the client to specify the expected level of translation quality

²⁰ <https://www.iso.org/standard/59149.html> Accessed November 2019

and its defining characteristics (in terms of terminology, style, register, etc.), the recipient, the purpose of the translation and other relevant characteristics. The standard is intended for translation agencies, but it is also applicable for freelance translators, who, if they wish to mark this standard, must have evidence of professional qualification, continuous professional development and a system of securing client information, as well as proof of the completion of all translations.

ISO 17100:2015 applies to translation services providers and freelance translators. Machine translation raw output and post-editing are outside the scope of ISO 17100:2015. Professional competences as defined by ISO 17100 can be classified in the following categories:

a) Translation competence: the ability to translate content in accordance with 5.3.1 (the chapter on translation as part of the translation process), including the ability to address the problems of language content comprehension and language content production and the ability to render the target language content in accordance with the client-TSP agreement and other project specifications.

b) Linguistic and textual competence in the source language and the target language: the ability to understand the source language, fluency in the target language, and general or specialized knowledge of text-type conventions. This linguistic and textual competence includes the ability to apply this knowledge when producing translation or other target language content.

c) Competence in research, information acquisition, and processing: the ability to efficiently acquire the additional linguistic and specialized knowledge necessary to understand the source language content and to produce the target language content. Research competence also requires experience in the use of research tools and the ability to develop suitable strategies for the efficient use of the information sources available.

d) Cultural competence: ability to make use of information on the behavioral standards, up-to-date terminology, value systems, and locale that characterize both source and target language cultures.

e) Technical competence: the knowledge, abilities, and skills required to perform the technical tasks in the translation process by employing technical resources including the tools and IT systems that support the whole translation process.

f) Domain competence: the ability to understand content produced in the source language and to reproduce it in the target language using the appropriate style and terminology.

As we can see, the list of translation competencies of this standard comprises the so-called ‘domain competence’, which includes knowledge of the register and terminology of a particular area of expertise. When pointing out the upgrade of EN 15038:2006, the standard that ceased to exist with the emergence of the new ISO 17100:2015, Pich and Johnson (2014, slide 13) indicate that “...the structure of ISO 17100 has changed compared to EN 15038 and focuses more heavily on conventional translation processes.” ISO 17100:2015 sets minimum standards in terms of revision, i.e. revision by a second person is an obligatory part. Another novelty is the obligatory appropriate qualification in the subject area, and all parties (the translator, the proofreader and the reviser) need to have sufficient knowledge in the subject area of the text for translation. Moreover, ISO 17100:2015 includes upgrade of the pre-production processes, so that the key to a successful translation project is conditional upon the cooperation between language service providers and clients, and it is obligatory to define in advance all relevant instructions and requirements for the translation project in question.

Translation steps in ISO 17100:2015 include translation, revision by a second person, review (an optional step), proofreading (an optional check for translation that are going to be published) and final verification. Technical competence in ISO 17100:2015 have also been updated to include knowledge, abilities, and skills needed to perform the technical tasks in the process of translation by use of technical resources, including tools and IT systems as a logistic of the whole translation process. As for the domain competence, it is a new competence introduced in this standard and is defined as the ability to understand content in the source language and to render it in the target language by use of adequate style and terminology.

As regards the (freelance) translator’s education and profession requirement required under ISO 17100:2015, criteria are more precise, and are as follows:

- A degree in translation, linguistics or language studies or an equivalent degree that includes significant translation training, from a recognized institution of higher education OR
- A degree in any other field from a recognized institution of higher education and the equivalent of two years of full-time professional experience in translating OR
- Equivalent of five years full-time professional experience in translating.

Unlike in its antecedent EN 15038:2006, ISO 17100:2015 requires not only professional experience, but full-time professional experience, whereas the scope of the recognized translation-related higher education is extended to include not only degree in translation, but also in linguistics or language studies or an equivalent degree (usually for the countries where there are no translation-related higher education institutions).

A new addition to the ISO 17100 is the segment for follow-up of the translation projects, which encompasses the requirement for feedback and undertaking further action if needed. Feedback, as a basis for improvement, is used to measure the actual quality and the perceived client's satisfaction, and should be passed to the translators directly. In addition, the translation service provider is also responsible for appropriate archiving of translation projects. Finally yet importantly, because translations are confidential and often contain sensitive information, the ISO 17100 now stipulates mandatory adherence to data protection requirements. Another segment of importance for the freelance translators in the new age of increased demand of machine translation and post-editing is that ISO 17100:2015 does not cover the use of raw output from machine translation and post-editing. Moreover, to prove competence, there is a new option of a qualification recognized by government bodies, because of the inexistent specific training for translators at university level in some countries (Pich and Johnson, 2014, slide 13-15).

The most recent standard applicable to freelance translators (among others) is ISO 18587²¹ (2017) that describes the elements of a machine translation process, the competencies of the post-editors, and the results of that process: complete and partial editing (heavy and light post-editing). This standard also defines two levels of quality - one that is in the rank of a high quality translator, and a lower quality translation that is understandable, factually accurate, and grammatically correct. Partial editing involves correcting only the most obvious grammatical and grammatical errors, rewriting obscure sentences, correcting machine

²¹ <https://www.iso.org/standard/62970.html>

translation errors, deleting unnecessary translation alternatives generated by machine translation and terminology without checking the terms themselves. In terms of the competencies of a machine translation editor, they are identical to the competencies of a translator. This standard is also applicable to freelance translators, as they sometimes take the roll of post-editors.

Last but not least, we must not confound translation competence as a blanket term incorporating a set of competences and explained in detail in Section 3.3.2, with the translation competence defined by the international standard ISO 17100:2015 and its predecessor EN 15038:2006 as the ability to translate texts from one language to another (source and target language), to evaluate the potential problems during the process of translation and the production of the TM, or to comply with the specific translation order. Actually, we should differentiate the notion of translation competence according to the theoretical translation studies and linguistic models of competences, and translation competence as per the standards regulating the requirements for delivering quality translation service.

3.3.2 Competences in translators' training

Definitions of translation competencies are an attempt to display more systematically the common denominator of the requirements that translators encounter in their everyday work (Kelly, 2005, p. 28). Unlike minimalist model (Pym, p. 2003), which seeks to define *diferentia specifica* of the translation skills, the component models follow the definitions of competencies established in the Bologna process of reconciliation of higher education institutions. Therefore, translation competence is a set of skills and knowledge that enable performing translation activities in all its complexity. These models usually consist of a number of sub-competences, of which the language competence is the default and basic one, but not the only one. Component definition of translation competence can be motivated by the need to create psychological models of the translation process, evaluate translation as a product, or train future translators (Campbell, 1988, p. 6, according to Kelly, 2005, p. 31).

In this section we are presenting several most famous examples of component approach when defining translator's competences (competence models for translators' training provided by

Monzo (2002), Kelly (2002), PACTE (2003), Mayoral (2005) and Eser (2015), as well as the EMT competence model (2009, last updated in 2017).

The existing models are not intended to describe professional competences of freelance translators. Nevertheless, we are making an overview of their components, as they constitute a solid reference framework for our model of competences for freelance translators, although they are primarily intended for planning translation-training programs (EMT in particular is intended for planning master's training programs).

We are analyzing each of these models below and pointing out those subcompetences that are particularly relevant to freelance translators. We can consider that these competence models set out the minimum level of competences that a professional freelance translator should have. Moreover, the models of Monzó (2002) and Mayoral (2005), introduce the business related competences needed, whereas Eser (2015) proposes the so-called model of translator's competence from an organizational perspective. First, we are presenting the proposals of PACTE (1998, 2002) and Kelly (2002). These two models are aimed at the translation student, and they are entailing the translation process entirely.

3.3.2.1 PACTE's model

PACTE group's model has undergone numerous changes since its establishment in 1997. However, its basic framework relies on several interrelated subcompetences that interact among each other, and there is a hierarchy among them. Figure 1 represents PACTE's holistic model from 1999 that distinguishes six subcompetencies that are interwoven to constitute the translation competence.

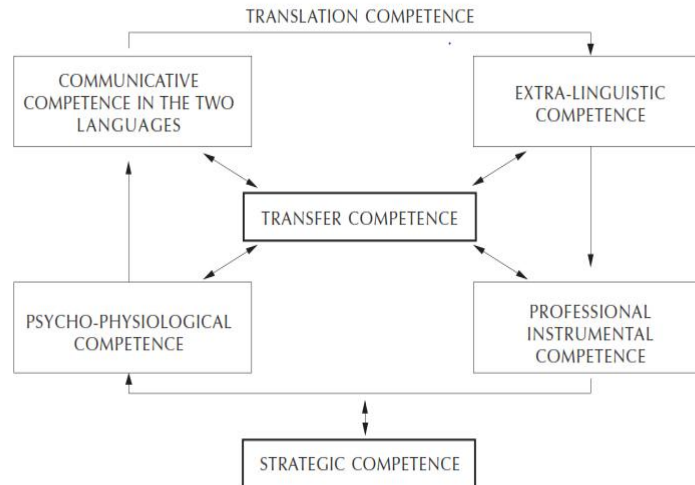


Figure 1. PACTE's holistic model of translator's competences (1999)

PACTE's work hypothesis (2001, p. 41) when developing this model is:

1. The subcompetences of the translator competence are:

- Communicative competence
- Extralinguistic Competition
- Professional and instrumental competence
- Transfer competence
- Strategic competence
- Psychophysiological competence

2. In the hierarchy of subcompetencies, transfer competence occupies a central place, where all the other subcompetences are integrated.

3. In the interaction of subcompetences, strategic competence occupies a central place. It has a regulatory role and compensates for the rest of subcompetencies, since it remedies deficiencies in them and serves to solve problems.

4. The interaction and hierarchy of subcompetences varies according to the:

- Address (direct, reverse)
- Linguistic combination
- Speciality (legal, literary, etc.)
- Degree of experience of the translator
- Translation context (custom, time, etc.)

All these subcompetences function in an overlapping manner to constitute the translator's competence and integrate into every act of translation.

Moreover, PACTE GROUP's (2002) empirical model of translation competence (TC) acquisition is based on the hypothesis that translation is a communicative activity directed towards achieving certain aims, involving taking decisions and problem solving. PACTE perceives translation competence as "the underlying system of knowledge and skills needed to be able to translate" (Orozco, 2002, p. 376). PACTE has concluded that translation competence is "made up of a set of sub-competencies that are inter-related and hierarchic, with the strategic sub-competence occupying a dominant position" (PACTE 2003, p. 60). From PACTE's perspective, translation competence is basically a procedural phenomenon comprising two declarative sub-competences and three process oriented sub-competences. Besides, all sub-competences are influenced by the psycho-physiological components.

According to the results of the validation of the PACTE translation competence model (2009), researchers of the PACTE group indicate that translation competence: (a) is expert knowledge; (b) is predominantly procedural; (c) comprises different inter-related subcompetences; and (d) includes a strategic component, which is of particular importance. In their model (cf. PACTE 2003), translation competence comprises bilingual sub-competence, extra-linguistic sub-competence, knowledge about translation, instrumental sub-competence, strategic sub-competence and psycho-physiological components.



Figure 2. Holistic model of the translator competence PACTE 2003 (PACTE 2005, p. 610)

- Bilingual subcompetence (predominantly procedural knowledge) refers to knowledge of both the source and the target language. This knowledge can be linguistic, lexical, grammatical, pragmatic, and textual.
- The extra-linguistic subcompetence (predominantly declarative knowledge) refers to the general or specific declarative knowledge of some area of specialization, and it includes bicultural knowledge (knowledge about the cultures of the source and target language); encyclopedic (general) knowledge and specialized knowledge about particular area.
- Subcompetence related to the translation knowledge (predominantly declarative knowledge) entails predominantly declarative knowledge, implicit and explicit, about what translation is, and what are the aspects of the profession. It includes two types of knowledge: knowledge on the functioning of translation: types of translation units, process required, procedures and methods used, and types of problems; and knowledge related to professional translation practice: knowledge of the work market (different types of briefs, clients and audiences, etc.) In this context, PACTE group (2003, p. 66) adds that other aspects intervene as well, such as: knowledge of translation associations, tariffs, taxes, etc.
- Instrumental subcompetence (predominantly procedural knowledge) refers to the knowledge about the use of various electronic resources applied to translation (dictionaries, corpora, translation memories).
- Strategic subcompetence (predominantly procedural knowledge) guarantees the efficiency of the translation process through the steps of managing, planning the translation, evaluating the final product and checking the fulfillment of the purposes. Moreover, they include activation of the other subcompetences to compensate the potential deficiencies, identifying the translation problems and applying problem-solving procedures.
- Finally yet importantly, the psycho-physiological components refer to various cognitive and attitude components as psychomotor mechanisms: cognitive components (memory, attention, emotion, perception); aspects of attitude (curiosity, intellect, perseverance, rigorousness, confidence, motivation); skills (creativity, logical thinking, analyticity) (PACTE 2003, pp. 58-59).

As we can notice, PACTE's model of 1998 was redefined in 2002 (PACTE 2003, p. 57). Transfer sub-competence is redefined, as it seems that "it is not just one subcompetence of

the whole group of sub-competencies that make up translation competence” (PACTE 2003, p. 57). PACTE group further explain that the differences between the rudimentary transfer ability (the natural translation ability) expert translation competence depends on the interaction among the other sub-competencies, the strategic sub-competence in particular. Therefore, PACTE group (2003) claim that this special transfer capacity of the expert translator is the combination of all the sub-competencies, i.e. translation competence. The redefinition of transfer competence resulted in modification of the characteristics of the linguistic and the strategic sub-competencies. Knowledge about translation is the new subcompetence that was previously ascribed to instrumental/professional (renamed as labor subcompetence by Monzó, see below) and extra-linguistic subcompetence, whereas psycho-physiological subcompetence is now renamed as psycho-physiological skills. Unlike in the hierarchy of its antecedent from 1998, in the hierarchy of PACTE’s model from 2002 subcompetencies of 2003 model, strategic subcompetence occupies a central place, whereas in the interaction of subcompetences, psycho-physiological subcompetence is central.

One reason for redefining their original model was that they have come to a conclusion that “translation competence is expert knowledge, and like all expert knowledge, comprises declarative (training) and procedural (professional practice) knowledge, and should be defined in terms of these two types of knowledge” (PACTE 2003, p. 56). PACTE explains the concept of expert knowledge by help of Anderson (1983), by stating that the “declarative knowledge consists of knowing what, procedural knowledge consists of knowing how” (PACTE 2003, p. 45). Bilingual, instrumental and strategic subcompetences include primarily procedural knowledge, thus confirming that PACTE’s model can be applied to professional translators. However, the crucial competence that is not present in translation training models (i.e. the entrepreneurial competence) is presented only as a declarative knowledge, i.e. basic knowledge attained only by translator training (professional practice is excluded). What we can conclude is that this model is basically intended for translation training. However, freelance translators should master all of these subcompetences and what is considered a maximum degree of each subcompetence for translation trainees should be a minimum for the professional translators. One of the subcompetences that can be related to the freelance translators in particular is the one related to the translation knowledge as it includes the knowledge about the translation market (types of briefs, clients and audiences, knowledge of translation associations, tariffs, taxes, etc.). However, the concept about the translation market is not explored in order to serve professional translators, but rather to give translation

students and future translators an idea about the translation market (this subcompetence is described as predominantly declarative knowledge). It obviously lacks the business-related skills that are crucial for freelance translators.

3.3.2.2 Kelly's model

Before analyzing the Kelly's (2002) model, we are underlining the note added to her paper (Kelly, 2002, p. 15), that "...after the closing date of the edition of this volume, we have been able to verify, at the 3rd Congress of the European Society for Translation Studies, Copenhagen, August/September 2001, that the PACTE group has reached the same conclusion and therefore has modified its model previous in this same sense, eliminating the competence of transfer and placing the strategic in the center of the translator operation." Therefore, the models of PACTE and Kelly share similarities in that context, and although Kelly's model (2002) was based on PACTE, it proves that both models are upgrading and complementing with one another. The previous model of PACTE is given in Figure 1 for reference.

Kelly (2002, p. 14) presents a translation competence model that aims to serve as a basis for curricular design and planning of content and methodology within the framework of the translation training schools, and is considering the translation competence as a 'macrocompetence' that "comprises a set of capacities, skills, knowledge and even attitudes that professional translators combine and that intervene in translation as an expert activity". Kelly's pyramid (2002) is presented below:

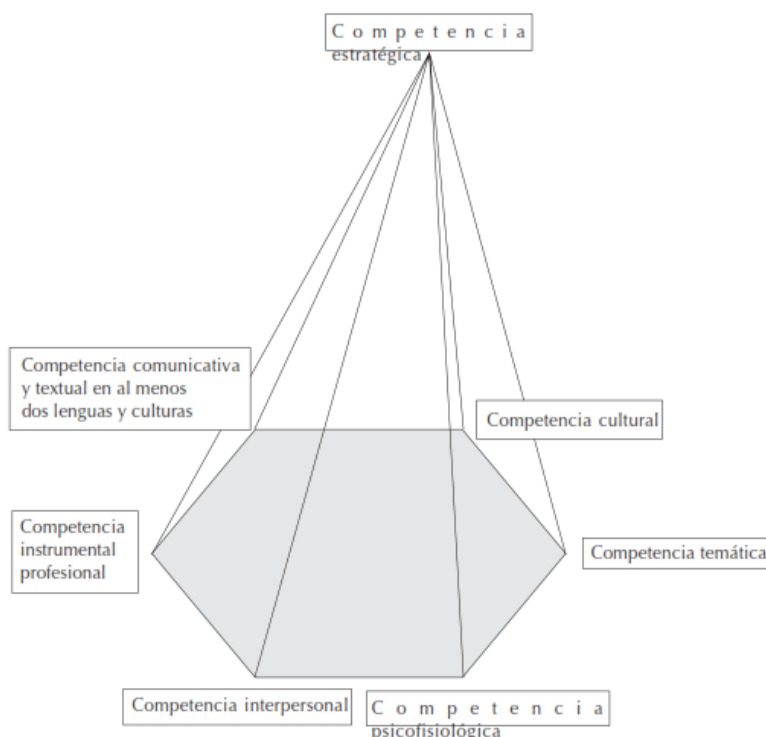


Figure 3. Graphical pyramid representation of Kelly's model

The success of the suggested macrocompetence depends on the individual performance of each of its subcompetences.

- communication and textual subcompetence in at least two languages and cultures
- cultural subcompetence (encyclopedic knowledge about the countries/cultures where the source and target languages are spoken, as well as knowledge about values, myths, perceptions, beliefs and behaviors, and their textual representations)
- thematic subcompetence (knowledge about the basics of the thematic fields in which the translator works)
- professional instrumental subcompetence (the use of all types of documentary sources, terminology search, management of glossaries, databases, management of the most useful translation related computer applications, basic knowledge for exercising the professional practice (contracts, fiscal obligations, billing, budgeting), as well as deontology and membership in professional associations)
- psychophysiological subcompetence (trust, memory, attention, self-confidence, the conscience of being a translator)
- interpersonal subcompetence (interrelation with other translators (teamwork), clients, authors, users, expert in the field of translation)

- strategic subcompetence (translation management procedures, identification and problem solving, revision and correction)

The basis of the pyramid (Figure 3) is comprised of the first six competences, that are related to each other, whereas at the top of the pyramid is the strategic subcompetence, i.e. the one that navigates the application of all the other subcompetences to the realization of a specific task, as it dominates the translation process by the ability to identify and solve translation problems. Same as the PACTE's model, Kelly's model is intended for translation training, and can only be used as a minimum reference framework for professional translators. It obviously lacks the business-related competence, although in the professional instrumental subcompetence it suggests basic knowledge for exercising the professional practice, mostly in terms of contracts, fiscal obligations, billing, budgeting. This basic knowledge mentioned covers only one segment of the entrepreneurial (business) competence, but many other segments are missing (establishing cooperation with new clients, finding clients, price negotiation, etc.).

Two other authors who have contributed to the bibliography of translation competence, and extended its scope so that it could encompass freelance translators as well (although the authors write about legal and sworn translators in particular) are Monzó (2002) and Mayoral (2002). Although their models are somewhat limited to the legal translation, we find them adequate to our model of competences, mostly in terms of the business related competences (Monzó, 2002; Mayoral, 2005).

3.3.2.3 Monzó's model

Monzó's model (2002), as a specific model representing the competences of the legal translators, is based on the first model of PACTE (1998) and divides the translation competence into:

- a) cultural (communication related) competence: linguistic and extralinguistic; and
- b) socialization related competence that includes: strategic, psycho-physiological, transfer, professional and instrumental competence (the last two subcompetences are presented under the umbrella term labor competence).

Monzo's (2002) study on the competences of the legal and sworn translators, that is part of her PhD thesis, based on a set of questions mainly focused on the problems that may occur considering the professional competence, but other competences were covered as well. Although our research is not about legal and sworn translators, since most of them work on a freelance basis, we find some of their professional competences particularly relevant. Namely, Monzo is investigating the circumstances that influence the process of production, more specifically in the various domains of the profession of legal and sworn translators, and also the homogeneity of these conditions. To that aim, she was interested in accessing information related to the competence of legal and sworn translators and to the obtained training in this sense, to its relationship with the social group and the vision they have about themselves as a collective entity, and finally, the relationship of the legal and sworn translators with the clients, the part we are interested in, when and with the rest of the society.

For this study, Monzo (2002) used the questionnaire on translation competence designed by PACTE. Questions are arranged around the various subcompetences that are part of the PACTE's model. The so-called labour competence is among the subcompetences of professional (legal and sworn) translators that are also of our interest in terms of freelance translators. Monzo (2002, p. 310) is actually using the concept of PACTE's *professional* competence (Hurtado Albir, 1999 a) and is widening the concept of PACTE's professional competence in order to include questions that are treated as professionalism in the field of sociology, and she thus changes the term 'professional competence' into 'labor competence'. Moreover, Monzo (2002, p. 310) claims that she also made other alterations to the subcompetence and she divided it into professional subcompetence and instrumental subcompetence. More precisely, she was asking for two types of data: regarding the price of the translation service (that could be easily found out from the bulletins or web pages of the associations); and for data regarding knowledge that could not be achieved in this way but with a broad socialization in the professional field. Therefore, Monzo (2002) claimed (2002, p. 311) that regarding the attitudes that we can insert in the labor subcompetence, she wanted to evaluate skepticism, cooperation with other colleagues, and awareness about the permanent need to update knowledge. Thus, the options considered in this regard, that are also relevant to freelance translators, are: social skills to deal with clients, the adaptation of skills and practices in the labor market, knowledge of professional obligations to the state, knowledge of the translator's role in society and of the own competences, the prioritization of quality, awareness of the permanent need to update knowledge (Monzó, 2002, p. 311).

3.3.2.4 Mayoral's model

Mayoral (2001, p. 109), on the other hand, is emphasizing the following components: above all common sense, ability to communicate, ability to synthesize, curiosity, capacity for self-criticism, meticulousness, etc.” This author (Mayoral, 2001, p. 110) indicates that nobody has learned to translate simply by studying translation. For the acquisition of the professional translation competence it is possible that there is no sine qua non requirement, but it seems evident that the conjunction of the translation practice, the professor's model and the translation study contribute to make this acquisition as faster and as thorough as possible.

The same author (Mayoral, 2005, p. 166) on the other hand, reckons that “...translation is a complex activity, which does not consist only in a mental or manual precession, but is the result of various activities exercised simultaneously and heading to the same end.” To overcome the conflicts of theoretical coherence related to translation competence, the author chooses to go to the field of translation practice instead of that of theoretical concepts, and he is describing the different types of activities or practices, that can be found in “the multifaceted activity of translation in different grades and in a complementary and at the same time contradictory form among themselves” (Mayoral, 2005, p. 166). Translation is a complex activity, which does not consist only of a mental or manual operation, but is the result of many of them exercised simultaneously and in different measures, serving the same purpose. These activities can be detected practically in any specialty of translation, although some of them are more adequate to the legal and sworn translation. The author (Mayoral, 2005, p. 166) is trying to avoid the conflicts in the theoretical coherence, and is thus approaching the field of the translation practice, where he focuses on the various facets of the translator as a communicator, as a linguist, as a jurist, as an emulator, as a researcher, as a detective, as a business person, as a professional, as a public servant, as a benefactor, as a career, as a notary, as a messenger, as a risk assessor, as a deontologist, as an apprentice, as a trainer, as a theorist and as an artisan.

What can be valid as far as the competences of freelance translators are concerned is the facet of the translator as a businessperson (Mayoral, 2005, p. 172). When describing this facet of the translators, Mayoral states that translation is a professional activity that must be profitable for those who exercise it. Therefore, translators must measure their efforts in order not to waste them. Since, as he says, there is no single level of quality for the translator's job nor is

perfection an attainable goal, the quality of the translators' work is the result of his negotiation with the client and the same translator can work under very different conditions. Very interesting consideration made by Mayoral (2005, p. 172) is that this facet of the translator enters into permanent conflict with many other facets, especially with those that drive him to pursue perfection without measuring effort (such as research, ethical principles, public service, beneficence, customer service, etc.).

3.3.2.5 EMT competence framework (2009)

Following the conference on translator education organized in 2006 by the Directorate-General for Translation within the European Commission in Brussels, a group of theorists gathered to work on the project of introducing a European Master in Translation²² (European Master in Translation, EMT), i.e. establishing a reference framework for translation programs that would be coherent, high quality, comparable and in line with the requirements of the international environment, in particular the European institutions. The translation competences framework proposed by these theorists is relevant for the second cycle of study (master) and refers to both translation and interpreting and implies previously completed undergraduate studies and language proficiency at C1-C2 level.

In this case, competencies (EMT 2009) relate to a combination of aptitudes, knowledge, behavior and practical knowledge required to complete a task in the given circumstances. This presentation of translation competences differs from other similar lists in that it pays a much greater attention to practical knowledge, and therefore we will list here, in their entirety, those competences that are not mentioned in other component models (typical for translator's training) or have different meanings. Figure 4 provides a graphic representation of the EMT competence framework. Unlike the hierarchical concepts of PACTE and Kelly, the six competences of EMT are considered equally important.

²² <http://ec.europa.eu/emt>. Accessed in April 2019

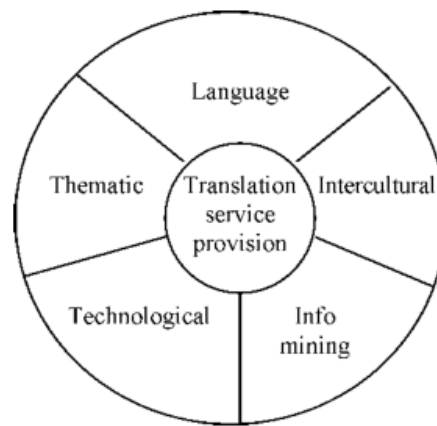


Figure 4. EMT translators' competence model (2009)

Furthermore, there is an interdependence relationship between them and they are even overlapping. They comprise “the minimum requirement to which other specific competences may be added (for example in localization, audiovisual translation or research)” (EMT expert group, 2009, p. 3).

Below we present the list of translation competences that belong to the EMT (EMT expert group, 2009, p. 4-8):

1. Translation service provision competence

a) Interpersonal dimension

- Being aware of the social role of the translator
- Knowing how to follow market requirements and job profiles (knowing how to remain aware of developments in demand)
- Knowing how to organize approaches to clients/ potential clients (marketing)
- Knowing how to negotiate with the client (to define deadlines, tariffs/invoicing, working conditions, access to information, contract, rights, responsibilities, translation specifications, tender specifications, etc.)
- Knowing how to clarify the requirements, objectives and purposes of the client, recipients of the translation and other stakeholders
- Knowing how to plan and manage one's time, stress, work, budget and ongoing training (upgrading various competences)
- Knowing how to specify and calculate the services offered and their added value

- Knowing how to comply with instructions, deadlines, commitments, interpersonal competences, team organization
- Knowing the standards applicable to the provision of a translation service
- Knowing how to comply with professional ethics
- Knowing how to work under pressure and with other experts, with a project head (capabilities for making contacts, for cooperation and collaboration), including in a multilingual situation
- Knowing how to work in a team, including a virtual team
- Knowing how to self-evaluate (questioning one's habits; being open to innovations; being concerned with quality; being ready to adapt to new situations/conditions) and take responsibility

b) Production dimension

- Knowing how to create and offer a translation appropriate to the client's request, i.e. to the aim/skopos and to the translation situation
- Knowing how to define stages and strategies for the translation of a document
- Knowing how to define and evaluate translation problems and find appropriate solutions
- Knowing how to justify one's translation choices and decisions
- Mastering the appropriate metalanguage (to talk about one's work, strategies and decisions)
- Knowing how to proofread and revise a translation (mastering techniques and strategies for proofreading and revision)
- Knowing how to establish and monitor quality standards

2. Language competence

- Knowing how to understand grammatical, lexical and idiomatic structures as well as the graphic and typographic conventions of language A and the other working languages (B, C)
- Knowing how to use these same structures and conventions in A and B
- Developing sensitivity to changes in language and developments in languages (useful for exercising creativity)

3. Intercultural competence

a) Sociolinguistic dimension

- Knowing how to recognize function and meaning in language variations (social, geographical, historical, and stylistic)

- Knowing how to identify the rules for interaction relating to a specific community, including non-verbal elements (useful knowledge for negotiation)
- Knowing how to produce a register appropriate to a given situation, for a particular document (written) or speech (oral)

b) Textual dimension

- Knowing how to understand and analyze the macrostructure of a document and its overall coherence (including where it consists of visual and sound elements)
- Knowing how to grasp the presuppositions, the implicit, allusions, stereotypes and intertextual nature of a document
- Knowing how to describe and evaluate one's problems with comprehension and define strategies for resolving those problems
- Knowing how to extract and summarize the essential information in a document (ability to summarize)
- Knowing how to recognize and identify elements, values and references proper to the cultures represented
- Knowing how to bring together and compare cultural elements and methods of composition.
- Knowing how to compose a document in accordance with the conventions of the genre and rhetorical standards
- Knowing how to draft, rephrase, restructure, condense, and post-edit rapidly and well (in languages A and B)

4. Information mining competence

- Knowing how to identify one's information and documentation requirements
- Developing strategies for documentary and terminological research (including approaching experts)
- Knowing how to extract and process relevant information for a given task (documentary, terminological, phraseological information)
- Developing criteria for evaluation vis-a-vis documents accessible on the internet or any other medium, i.e. knowing how to evaluate the reliability of documentary sources (critical mind)
- Knowing how to use tools and search engines effectively (e.g. terminology software, electronic corpora, electronic dictionaries)
- Mastering the archiving of one's own documents

5. Thematic competence

- Knowing how to search for appropriate information to gain a better grasp of the thematic aspects of a document (cf. Information mining competence)
- Learning to develop one's knowledge in specialist fields and applications (mastering systems of concepts, methods of reasoning, presentation, controlled language, terminology, etc.) (learning to learn)
- Developing a spirit of curiosity, analysis and summary

6. Technological competence (mastery of tools)

- Knowing how to use effectively and rapidly and to integrate a range of software to assist in correction, translation, terminology, layout, documentary research (for example text processing, spell and grammar check, the internet, translation memory, terminology database, voice recognition software)
- Knowing how to create and manage a database and files
- Knowing how to adapt to and familiarize oneself with new tools, particularly for the translation of multimedia and audiovisual material
- Knowing how to prepare and produce a translation in different formats and for different technical media
- Knowing the possibilities and limits of MT

All aspects of the above stated competencies are in a relationship of interdependence, so, for example, the ability to make decisions is an important aspect for the competent provision of translation services and research. As it can be observed, all competences are defined by lists of components, and sometimes the competences are ranked in dimensions comprising different components. All competences are presented as learning outcomes that should be considered by universities offering MA in translation and interpreting and MA students. However, some practical components (that are depicted in detail) of particular competences that are presented in the EMT competence framework have not been mentioned in other models. They are mainly part of the translation service provision competence (marketing skills, negotiation skills, management skills, etc.) (EMT expert group 2009, p. 4), thus making this model a solid reference framework for creating a freelance translators specific competence framework.

Some components (particular knowledge needed) of the interpersonal dimension of the translation service provision competence that are particularly relevant for freelance translators as well are: follow market requirements and job profiles, organizing marketing approaches to (potential) clients; negotiating with the client; clarifying the requirements, objectives and purposes of the client, recipients of the translation and other stakeholders; planning and managing one's time, stress, work, budget and ongoing training; specifying and calculating the services offered and their added value; complying with instructions, deadlines, commitments, interpersonal competences, team organization.

EMT framework includes a fresh reorganization of earlier translation competence models, and adds new ones that are mostly market-oriented and practical skills. Worth mentioning is that its central competence is competence of providing translation services, “which plays a key role in the translator’s task from the where the client’s point of view” (Neubert 2000, p. 10 in Chodkiewicz 2012, p. 41).

Chodkiewicz (2012) is discussing the competences of EMT and their components in order to show their conceptualization in the framework and their relation to earlier translation competence models. What she observes is that the *interpersonal dimension combines the* translator’s social role (cf. Neubert & Shreve, 1992; Cao, 1996; Kiraly, 2003) and translator-client relationship, seen both from a macro perspective (market demand and marketing to potential clients, cf. PACTE, 2003; Gile, 2009) and from a micro perspective (negotiating with clients, estimating the cost of the services provided)” (Chodkiewicz, 2012, p. 39). Other components included in this dimension are planning, management and self-evaluation that are part of strategic competence in other models (Cao, 1996; PACTE, 2003). Thus, we can confirm that the EMT framework is offering a valuable compilation of previous already established models of competences, and is focusing more on the practical segments of the translation profession, by stipulating learning outcomes, which are truly relevant for future freelance translators. Although formally declared as a framework of competences for translation students, it can be perfectly applicable to professional freelance translators as well, although its learning outcomes should be considered fulfilled at the highest level before entering the market of freelance translators.

3.3.2.5.1 Perceptions by professional and student translators about the EMT framework of reference (2009)

Chodkiewicz (2012) provides another valuable insight into the applicability of EMT reference framework in domain of professional translation, and therefore confirming its validity for professional translators as well. The author is analyzing the level of importance of EMT competences for both professional translators and translation students. Freelance translators, which are the subject of investigation of our study, fall into the category of professional translators, and thus our interest in Chodkiewicz's paper. Our idea was to validate the relevance of EMT for our freelance translator's competence model and to investigate whether it covers all the necessary competences and skills needed to work as a freelance translator or there are some missing puzzles.

Chodkiewicz's (2012) motivation was to investigate the perception of EMT competences by both professional translators (as the EMT competence framework depicts the indispensable competence for professional translators) and translation students (that should develop these competences). The aim of her study was two-fold: to determine the level of importance of particular competences and their components as seen through the prism of practicing translators professional and translation students, and to establish the potential differences between the views of these two groups and attempt to account for them (2012, p. 41). Respondents of the survey were 33 professional translators and 22 MA translation students enrolled mostly at the University of Surrey.

Rating of the EMT competences according to Chodkiewicz's survey is as follows (in order of importance):

1. Language competence
2. Intercultural competence
3. Information mining competence
4. Thematic competence
5. Technological competence
6. Translation service provision competence

The highest rated competence in Chodkiewicz's survey (2012, pp. 47–48) was the language competence, especially the component “knowing grammatical and lexical structures, and

graphic conventions in your working languages and being able to reproduce them in another language.”

Intercultural competence was the second highest rated one although, along with language competence, Chodkiewicz claims that intercultural competence “does not occupy the central position in new models” of translation competence” (2012, pp. 47–48).

Competence ranking placed the information mining competence at the third place according to Chodkiewicz’s survey, and was also marked with highest level of disagreement among professional translators (2012, p. 48). Chodkiewicz explains that it is a natural consequence of some of the translators (with no significant difference between professional in-house and freelance translators) being “well-established in some niches of the market or translate for regular clients and have less of a need to search for information as they tend to rely on their experience” (2012, p. 48).

Thematic competence was rated fourth in Chodkiewicz’s survey (2012, p. 49) and was marked by high level of disagreement among the respondents. Chodkiewicz (2012) justifies it by the claim that some professional translators use on-the-go learning methods and do not specialize in some particular field.

Technological competence was selected as the least important in Chodkiewicz’s survey, and this was at the same time the competence that provoked strong disagreement by professional translators and translation students in terms of its relevance to the translator’s work (2012, pp. 49–50). Students valued this competence a lot less than professional translators, whereas the importance of both standard computer translation tools and machine translation is a lot higher for in-house than for freelance translators.

Worth mentioning is that professional translators rated considerably lower “knowing the possibilities and limits of machine than translation students” Chodkiewicz’s (2012, p. 49). interpretation is that despite the recent trend of machine translation and CAT tools becoming more popular and indispensable part of the recent translation competence models, “translation remains a task which can be performed successfully only by human translators aided by machines and fully automatic machine translation is only possible with specially written texts.”

Lastly, translation service provision competence was rated relatively low in Chodkiewicz's survey by both professional translators and students. Exception are some of its components (delivering a translation appropriate to the client's request; planning and managing your time, stress, work, budget and ongoing training, and meeting deadlines; evaluating the quality of your work and accepting responsibility), which were deemed to be highly important (Chodkiewicz, 2012, pp. 46–47).

In conclusion, Chodkiewicz's survey demonstrated that EMT competences were evaluated as highly relevant by both professional translators and translation students, thus confirming the validity of the EMT framework for both groups. Professional translators rated slightly lower all the competences of the EMT framework but the technological competence. An interesting observation is that the classification of the competences in terms of importance and level of agreement was the same in both groups (Chodkiewicz, 2012, p. 51). Another conclusion of survey's results is that despite of the logical expectations for placing the practical competences at the top of the hierarchy (particularly by professional translators), still the most significance was attributed to the traditionally recognized language and intercultural competences. Last but not least, the order of competences importance according to this survey's results "corresponds with that in early works in the literature, rather than to the EMT framework which has translation service provision competence as its core" (Chodkiewicz, 2012, p. 51).

Results of Chodkiewicz's survey helped us confirm the validity of EMT model as a reference for our freelance translator's competence model. What we find even more valuable are the other skills mentioned by the respondents in the survey that were not included in the questionnaire and/or are not included in the EMT model as feel, thus confirming the need for creation a translation competence model specifically for professionals – in our case freelance translators in particular. Namely, 15% of the respondents mentioned other skills mostly related to the translation service provision competence (such as setting realistic deadlines and respecting them, adapting to the demands of different clients and being professional in all situations) (Chodkiewicz, 2012, p. 51).

Other skills not included in the EMT model, which can also be listed under translation service provision competence, are "regarding judging one's ability to deliver a successful translation and refusing if one is incapable of providing such a translation, keeping a record of work for

tax purposes, highlighting potential problems and ambiguities before or upon the delivery of a translation, and distinguishing between actual and preferential errors when proofreading other translators' work" (Chodkiewicz, 2012, p. 50). In the end, Chodkiewicz (2012) points out those skills that are unrelated to the competences of the EMT model, such as "maintaining physical and mental health, which can be adversely affected by spending long hours in front of the computer" (Chodkiewicz, 2012, p. 50).

3.3.2.6 EMT competence framework (2017)

3.3.2.6.1 Background of the creation of the new EMT competence model (2017)

In October 2016, the EMT Board had a task to produce a new EMT competence framework, and the main reason behind it was to strengthen the segments of EMT that refer to the employability of future translation graduates. This new framework was based on the founding principles of the EMT network and incorporated the most important competences and skills required of future translation graduates. Moreover, this competence framework is simple and functional and is valid for 2018-2024. This competence framework also "takes into account the research outcomes on translation and translator competence reported by the translation studies research community and the changes that have affected the language services industry since then" (EMT Expert group, 2017, pp. 10-11).

As the original framework, EMT 2017 comprises a set of learning outcomes for EMT MA degree programs, and assuming that the aim of Master's degree programs is to teach both knowledge and skills, which will lead to production of translation graduates capable to access the translation industry and the wider labor market, it is formulated in terms of the general competences and specific skills that translation graduates should master.

Employability is tested through the perspective of translation graduates (EMT graduate employment survey) and employer perspective (European Union of Associations of Translation Companies (EUATC) about language-related positions and other translation-related positions and OPTIMALE surveys about the employer competence requirements) (Toudic, 2017, slides 12-25).

The OPTIMALE project

OPTIMALE (Optimising Professional Translator Training in a Multilingual Europe) is a project created by Erasmus Network for Professional Translator Training. There were 70 partners from 32 different countries involved. OPTIMALE's goal was to optimize professional translator training by upgrading the work being undertaken by the European Masters in Translation (EMT) through extension of the geographical scope of the surveys and monitoring process, and strengthening ties with institutions and professional bodies outside the circle of universities currently in the EMT network.²³

OPTIMALE is a translator training-wise project aimed at monitoring the needs of the market and the society, as well as the professional requirements relevant to translator training. Above all, the Europe-wide survey conducted within OPTIMALE aimed at determining the emerging competence requirements within the translation industry in Europe by identifying those specific competences that language service provider (LSP) employers seek when searching for new staff in order to provide input for both translation graduates seeking employment in the language industry (competences that should be possessed at the highest level possible in order to enter the freelance translation market) and directors of university programs for translators seeking to improve employability of their students.²⁴

The basic approach of OPTIMALE is to consider that it is a shared responsibility of universities and employers to educate and train the translators, and that in a highly competitive market, graduates need to possess basic competences (acquired by a combination of academic education and training and internships) before they finally enter the labor market (freelance translation market being part of it), where they could gain further experience and advanced competences and knowledge they need “to become fully-operational industry professionals” (OPTIMALE, 2013, p. 13). The survey gathered the responses of 684 respondents from both EU and non-EU countries. 78% of the respondents were commercial-sector language service providers, 14% private or public companies, 4% were translation services departments within international organizations and 4% local or central government language-service offices.

²³ <http://www.celelc.org/projects/optimale/index.html>

²⁴ <https://euatc.org/universities-internships/item/328-optimale-project-optimising-professional-translator-training-in-a-multilingual-europe>

OPTIMALE survey was aimed at LSP employers and was based on the following two premises:

a) respondents would be “interested not only in translation competence per se, but in the whole range of competences required within a language service providing company. Hence the sections devoted to project management, translation technology or client relation competences” (OPTIMALE, 2013, p. 2).

b) It was assumed that high-level language competence requirements, both in the mother tongue and the foreign working languages, did not need to be reasserted within the survey, as they were implicit. Moreover, translation competence per se was not referenced explicitly, “as it was assumed that any employer seeking to employ a translator or his/her services, would require the translator to possess the primary skills of his/her profession” (2013, p. 2), and was replaced by a fairly subtle “Ability to produce 100% quality,” an option predictably evaluated as “Essential” or “Important” by for all intents and purposes all respondents (98%), while the “Ability to translate quickly though quality not 100%” was viewed as more significant than “100% quality” just by 32% of respondents (OPTIMALE, 2013, p. 2).

OPTIMALE project was the main tool for testing the employability-wise component of the new EMT competence framework. Besides, what makes the results of the OPTIMALE project relevant to our model of freelance translator’s competence is the involvement of clients (language service providers) in the study. The mere fact that language service providers were posed questions related exclusively to the competences of staff translators does not diminishes its significance, as most of the competences mentioned are also applicable to freelance translators. As a matter of fact, our survey included both freelance translators and clients in order to observe the relevance of the competences through the prism of both freelancers and clients. More precisely, we investigated the perspective of translation service clients as far as professional competences of freelance translators are concerned, in order to complement our freelance translator’s competences model with professional competences required by the translation services market.

Besides, in our study we were likewise interested in the entire scope of competences of freelance translators, and not just their translation competence as such, and we did exclude questions explicitly identified with the translation competence, as we expected that freelance translators who participated in our survey possessed at any rate the minimum professional skills and competences.

3.3.2.6.2 Defining the new EMT competence framework (2017)

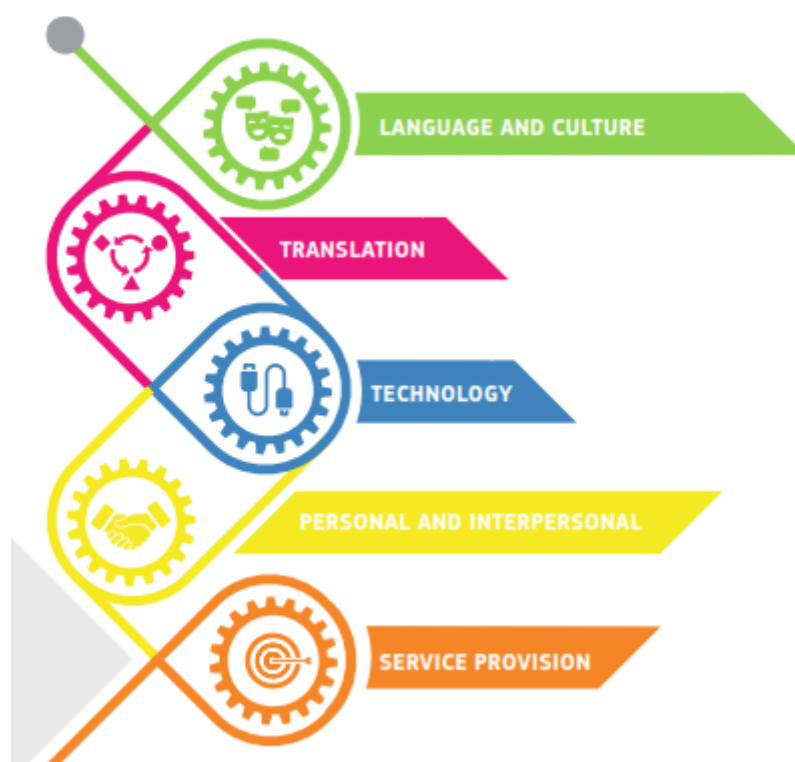


Figure 5. EMT competence framework (2017)

Figure 5 depicts the five main areas of competence of EMT 2017 framework, and EMT Expert group states that these areas “should be considered as complementary and equally important in providing the translation service, which is the ultimate goal of the translation process” (EMT Expert group, 2017, p. 5). The new EMT competence framework comprises five complementary competence areas and 35 skills.

1. Language and culture competence refers to transcultural and sociolinguistic awareness and communicative skills, and “encompasses all the general or language-specific linguistic, sociolinguistic, cultural and transcultural knowledge and skills that constitute the basis for advanced translation competence, and it is the driving force behind all the other competences described in this reference framework” (EMT expert group, 2017, p. 6).

2. Translation (strategic, methodological and thematic) competence

Translation competence is central among the translation service provision competences characterized in this framework. It ought to be comprehended in the broadest sense,

incorporating not just the actual meaning transfer phase between two languages, yet all the strategic, methodological and thematic competences that become an integral factor before, during and following the transfer phase as such – from document analysis to final quality control procedures.

Moreover, MA in translation curriculum should contain various kinds of domain-specific, media-specific and situation-specific types of translation, including special areas such as public service translation and interpreting, localization or audiovisual translation. This section also perceives that the capacity to interact with machine translation in the translation process is nowadays a vital part of the professional translation competence (EMT expert group, 2017, p. 7).

This competence comprises 14 skills, including:

- Translating from and into different media
- Translating in intercultural contexts
- Summarizing / synthesizing
- Text drafting
- Pre-editing
- Checking, reviewing and/or revising
- Understanding and implementing quality control
- Understanding and implementing post-editing (Toudic, 2017, slides 12-25).

3. Technology competence (tools and applications)

This competence incorporates all the knowledge and skills used to execute present and future translation technologies as part of the translation process. It likewise incorporates fundamental knowledge of machine translation technologies and the ability to implement machine translation as per potential needs (EMT expert group, 2017, p. 9). This competence comprises 6 skills:

- Use of relevant IT applications including office software, and rapid adaptation to new tools and IT resources
- Making full use of search engines, corpus-based tools, CAT tools and text analysis tools
- Pre-processing, processing and managing all kinds of files

- Mastering the basics of MT and its impact on the translation process
- Assessing the relevance of MT systems in a translation workflow and implement the appropriate MT system where relevant
- Applying other tools, such as translation workflow management (EMT expert group, 2017, p. 9).

This competence coincides with the technological competence of the previous EMT model. However, the new model is being upgraded according to the technological advancement targeting the translation industry. For instance, it highlights the use of CAT tools that were not mentioned explicitly in the previous model. What is more, machine translation and the most recent trend of neural machine translation have become ones of the key elements of technological competence, while it was only mentioned as “knowing the possibilities and limits of MT” in the previous model.

Translation service provision competence of the previous model has now become two different competences: service provision and personal and interpersonal. We find these two competence to be most relevant for freelance translators, at least as a basic competence framework is concerned.

4. Personal and interpersonal competence

This competence area comprises 6 so-called soft skills that enhance the adaptability and employability of translation graduates (EMT expert group, 2017, p. 10). They are as follows:

- Planning and managing time, stress, workload and budget
- Complying with deadlines, instructions and specifications
- Working in a team, including, where appropriate, in virtual, multicultural and multilingual environments, using current communication technologies
- Continuously self-evaluate, update and develop competences and skills through personal strategies and collaborative learning
- Use of social media responsibly for professional purposes
- Taking account of and adapt the organisational and physical ergonomics of the working environment

Multicultural and multilingual environments mentioned in the third skills are newly introduced in this model. In addition, the last two soft skills were not part of the previous model.

5. Service provision competence

This competence covers all the skills identifying with the implementation of translation and, more generally, “to language services in a professional context – from client awareness and negotiation through to project management and quality assurance” (EMT expert group 2017, p. 11). It comprises the following nine skills:

- Approaching existing clients and find new clients through prospecting and marketing strategies using the appropriate written and oral communication techniques
- Managing translation projects (Organise, budget and manage translation projects involving single or multiple translators and/or other service providers
- Complying with professional ethical codes and standards (confidentiality, fair competition etc.) and network with other translators and language providers via social media and professional associations
- Monitoring new market requirements
- Understanding client requirements
- Negotiating rates, deadlines, conditions
- Applying quality management and quality assurance procedures
- Analyzing and critically reviewing language services and policies and suggesting improvement strategies

The first three skills were not present in the previous model or were not explained in detail as in the new one. Especially important to our freelance translation model are the last two skills as they refer to the translation business (for example, marketing strategies for finding new clients and maintaining the cooperation with the existing ones).

3.3.2.7 Eser’s model

Although the idea of translation competence comprises of skills and knowledge needed to translate, translator’s job description may include a lot more obligations than the proper translation itself, particularly from an organizational point of view. Eser (2015, p. 4) clarifies that management is part of every organized activity and can be applied to the translation business as well. Eser’s model centers around the need for a switch from translation competence to translator’s competence and is based on the three crucial management skills: technical, human (interpersonal), and conceptual (Katz, 1974, as cited in Eser, 2015, p. 10).

This model was proposed following the study conducted by Eser at the Turkish state universities.

Translator's Competence		
Technical Skills	Conceptual Skills	Interpersonal Skills
Bilingual sub-competence	Planning	Leading
Cultural sub-competence	Organizing	
Textual sub-competence	Controlling	
Thematic sub-competence		
Strategic sub-competence		
Research sub-competence		
Knowledge about Translation sub-competence		
Instrumental sub-competence		

Figure 6. Eser's model (Eser, 2015, p. 11)

Eser proposes a model of translator's competence from an organizational perspective to "pave the way for more effective translator education required to meet the expectations in the translation sector" (Eser, 2015, p. 4). The concept of translator's competence is proposed as an umbrella term to cover the necessities of translation business. This model (Figure 6 above) comprises three unique sets of skills: technical skills, conceptual skills and interpersonal skills. Translation competence (based on PACTE's model and TransComp research project²⁵) is in fact covered within the technical skills, and is one of the building blocks of the translator's competence. Conceptual skills and interpersonal skills are the other two building blocks. Translator's competence is a compilation of these three skills.

Eser (2015) claims that translation competence makes it workable for a translator to satisfy their expected set of responsibilities in a translation company and can be thus seen as a technical skill (Eser, 2015, p. 10). Translators need to use assets viably and proficiently through other individuals as so to achieve organizational/project goals. In this manner, they use management-related elements, such as planning, organizing, leading and controlling. Conceptual skills in Eser's model encompass planning, organizing and controlling. It refers to

²⁵ TransComp model was developed by Susanne Gopferich in 2009

viewing the organization/project as a whole, and to manage it. Interpersonal skills are those skills needed to work with other individuals. These skills are crucial to comprehend, speak with, lead individuals and manage clashes among them. This set of skill encompasses “leading” as a management function (Eser, 2015, p. 10). Note should be taken that “if the interpersonal sub-competence lacks, but the other sub-competencies exist, success can fail; nevertheless, this subcompetence alone cannot guarantee success” (Hitt et al., 2009, p. 41, as cited in Eser, 2015, p. 11).

The model of translator’s competence presented by Eser highlights the fact that professionalization makes it essential for conceptual and interpersonal skills to be part of the model of translator’s competence alongside with the translation competence, or so-called technical skills. Eser (2015) suggests introduction of this model as part of the curricula at the departments of translation and interpreting, because program designs would be more effective if they include the concept of competence seen from an organizational viewpoint, as it may offer “a solution to the overlapping and contradiction existing among the subcompetencies in the matrix of translation competence” (Eser, 2015, p. 13).

This model is designed for translators’ training, but goes one step further by differentiating the “pure translation” related skills and other skills necessary to enter the translation business. Its target group is students that will work as translators in translation companies, and not as freelance translators. Nevertheless, we are positive of the idea to concentrate on two different translation processes: the translation process of the translator and the translation process of the translation company and differentiating translation competence as one segment of translator’s competence, thus making it a solid base for our model of freelance translator’s competence.

3.3.3 Entrepreneurship competence models

After having analyzed various translation competence models, we confirm that none of them deals sufficiently with the business competences and skills. In fact, the already discussed models include certain business-related skills:

- In PACTE’s (2003) model it is the knowledge related to professional translation practice (part of the subcompetence related to translation knowledge);

- In Kelly's (2002) model it is the basic knowledge for exercising the professional practice (part of the professional instrumental subcompetence);
- In Monzó's (2002) model it is the labor competence (part of the socialization related competence);
- In Mayoral's (2005) model it is the facet of the translator as a business person;
- In EMT competence framework (2009) - most of the skills that are part of the interpersonal dimension within Translation service provision competence, and
- In EMT competence framework (2017) - most of the skills within service provision competence

Taking into consideration that these models are generally intended for translation students, and not for professional translators in particular, business skills inside the models are exhibited uniquely as fundamental knowledge, and are not sufficiently developed to be fully applicable to the area of freelance translators. All things considered, each of these business-related skills mentioned can serve as a solid basis for development of freelance translator's competence model. Business-related competence and skills may prove crucial for succeeding in the market of freelance translators, and therefore they should be given a greater significance in the freelance translator's competence model. Freelance translators are acting as individual business entities, and ought to have enterprise competences.

DiPiazza (2016, ch. 6) claims "freelancing is an essential step in the entrepreneur's journey." In this context, freelancers need to figure out how to find customers, converse with them and get customers to pay them. Freelancers need to figure out how to develop skills and ideas and how to test them in the marketplace. DiPiazza (2016) clarifies that in all actuality nearly anything can make money. Still, overall, future freelancers need to change their mentality and start seeing their skills and experiences as bankable, important assets.

In fact, not all freelancers may actually be entrepreneurs, yet they are self-employed and have their very own business. Therefore, they enjoy considerable lot of advantages that originate from being one's own boss. In that vein, Eby (2018, ch. 1) quotes Seth Godin:

Freelancers get paid for their work. If you are a freelancer, you get paid when you work. Entrepreneurs use other people's money to build a business bigger than themselves so that they can get paid when they sleep.

Furthermore, according to the economist Joseph Alois Schumpeter, as cited by Angelovska (2018, ch. 2), “entrepreneurs are not necessarily motivated by profit but regard it as a standard for measuring achievement or success.” In conclusion, successful freelance translators should possess at least minimum entrepreneurship skills, and therefore the translation competence model for freelance translators ought to include entrepreneurship competences as a key component.

Hisrich (2011, as cited in Arafeh 2016, p. 2) defines entrepreneur as “a person who develops a business plan, acquires the human, financial and other required resources, and is responsible for its success or failure.” According to OSCE (2018, p. 3), “entrepreneurship competencies combine creativity, a sense of initiative, problem-solving, the ability to marshal resources, and financial and technological knowledge.” These competencies empower entrepreneurs and entrepreneurial employees to incite and adjust to change. These skills can be developed through entrepreneurship education and training that focus on advancing an entrepreneurial mentality and practices (OSCE SME Ministerial conference report, 2018, p. 3).

Entrepreneurship as a concept has become very popular lately, and the tendency for increasing the number of small and medium enterprises and motivating the people to become entrepreneurs was officialized in 2018 within the SME Ministerial Conference in Mexico, organized by OSCE. A portion of the conclusions of the SME Ministerial Conference is as follows:

a) Entrepreneurial employees are among the most significant empowering influencers of SME innovation. There is a basic set of entrepreneurship competencies that enable people to distinguish, make and follow up on opportunities in order to create value, by marshalling assets, exhibiting self-efficacy and trust in capacity to accomplish, and enduring notwithstanding obstructions. The formal education system can make a significant commitment to the advancement of these entrepreneurial competencies (OSCE SME Ministerial conference report, 2018, p. 3).

b) An apparent absence of capabilities stays one of the most frequently referred barriers for individuals to begin a business. This is specifically a test for the young people (18-30 years old), who need to depend more on education to gain applicable knowledge and skills. Across all OECD countries, the greater part of the adolescent surveyed in the period 2012-16 reported a lack of entrepreneurship knowledge and skills (OECD/European Union, 2017a).

As far as entrepreneurship is concerned, one of the points of developing competencies is to decrease the dread of disappointment through a blend of measures focused on awareness-raising, learning and expertise that enable people to exhibit resilience and persistence when facing the obstacles. This keeps on being a significant domain for intervention, since in most OECD countries there is a rising trend of the dread of disappointment as an obstacle for starting a business (OSCE SME Ministerial conference report, 2018, p. 4).

Entrepreneurship and the entrepreneur's competencies have been studied in several research studies in the last decade. Below we are presenting a brief overview of some of them that fit our model, either fully or partially.

Lackeus (2013) proposes a three-theme action-based approach framework for entrepreneurial competencies (KSA = knowledge, skills, and attitudes) focused on developing entrepreneurial competencies. On the other hand, Entrepreneurship Competency Model (Consortium for the entrepreneurship education, p. 2010) proposes a six layer entrepreneurship competency including personal effectiveness, academic, work, industry-wide technical, industry sector, technical and management competencies, and occupation-specific requirements.

Additionally, one of the most well-known and executed models is the three-clustered model composed of ten personal entrepreneurial competencies (PECs) (UNCTAD, 2015), developed at Harvard University. These personal entrepreneurial competences incorporate: achievement cluster that addresses the persistence, opportunity-seeking and initiative, fulfillment of commitments, demand for quality and efficiency, and calculated risks; planning cluster that spotlights on: goal setting, information-seeking, and systematic planning and monitoring; and the power cluster that focuses on persuasion and networking, and independence and self-confidence. In light of this model, the United Nations Conference on Trade and Development (UNCTAD) published an Entrepreneurship Policy Framework and Implementation Guidance. In addition, UNCTAD built up the Empretec program (The Empretec Program: The Entrepreneur's Guide 2015) to create the foundation of sustainable, innovative, and internationally competitive small- and medium-sized enterprises (UNCTAD, 2015, p. 2).

Last but not least, another well-known entrepreneurial competence framework is EntreComp. The EntreComp Framework is composed of three competence areas: ‘Ideas and opportunities’, ‘Resources’ and ‘Into action’. Each area incorporates five competences. The framework builds up these 15 competences along a progression model composed of eight levels. Likewise, it gives an extensive list of 442 learning outcomes, thus offering motivation and knowledge for different educational profiles and areas of application (Bacigalupo et al., 2016, p. 5). This framework was developed in 2015 by the Joint Research Centre (JRC), for the benefit of the EU Directorate General for Employment, Social Affairs and Inclusion (DG EMPL).

There is an increasing move to classify entrepreneurship competencies in order to help structure and convey suitable education reactions. For instance, EntreComp sets out a set of defined learning outcomes and a description of various levels of accomplishment for each of the competences. The point is to support the use of the framework for curricula design and teacher training (European Commission, 2016; OSCE SME Ministerial conference report, 2018, p. 5).

It should be noted that all entrepreneurship models listed could be applicable to a wide range of users: students, novice entrepreneurs, and experienced entrepreneurs. For instance, it is specifically stated that EntreComp is intended for students, because of the use of specific terminology when referring to the competencies – they are presented as learning outcomes. Lackeus’ framework is also build upon learning outcomes (and knowledge being one of its three pillars) and is consequently intended for training future entrepreneurs. The Entrepreneurship Competency Model also contains a tier related to academic competencies. Only Empretec is not implicitly labeled as a model intended for entrepreneurship related training, although it can be customized for the purpose. Nevertheless, all these models are very much appropriate for freelance translators. As for the training focused models, reaching their highest level can be considered a minimum pre-requisite for every freelance translator.

3.3.3.1 Lackeus' entrepreneurial competences framework

Main theme	Sub theme
Knowledge	<ul style="list-style-type: none"> • Mental models (Kraiger et al., 1993) • Declarative knowledge (Kraiger et al., 1993) • Self-insight (Kraiger et al., 1993)
Skills	<ul style="list-style-type: none"> • Marketing skills (Fisher et al., 2008) • Opportunity skills (Fisher et al., 2008) • Resource skills (Fisher et al., 2008) • Interpersonal skills (Fisher et al., 2008) • Learning skills (Fisher et al., 2008) • Strategic skills (Fisher et al., 2008)
Attitudes	<ul style="list-style-type: none"> • Entrepreneurial passion (Fisher et al., 2008) • Self-efficacy (Fisher et al., 2008) • Entrepreneurial identity (Krueger, 2005, 2007) • Proactiveness (Murnieks, 2007 ; Sanchez, 2011) • Uncertainty / ambiguity tolerance (Murnieks, 2007 ; Sanchez, 2011) • Innovativeness (Krueger, 2005; Murnieks, 2007) • Perseverance (Cotton, 1991; Markman et al., 2005)

Table 1. Framework for entrepreneurial competencies by Lackeus

Lackeus' framework (2013, p. 12), presented in Table 1, is designed for training entrepreneurs, as it is build upon learning outcomes. Nevertheless, most of the skills and attitudes mentioned in this framework fit our model of freelance translator's competence, provided they are already acquired at least at a minimum level and can be improved upon the needs and circumstances. Those are as follows (including Lackeus' details interpretation of each of them) (Lackeus, 2013, p. 21):

- marketing skills: conducting market research, assessing the marketplace, marketing services, persuasion, dealing with customers (all skills can be applied when marketing freelance translation services);
- opportunity skills: recognizing and acting on business opportunities, service development skills (skills applicable when looking for new clients, selecting profitable yet enjoyable projects, good introducing new services apart from the major translation service (proofreading, revision, editing, subtitling, etc.)
- learning skills: active learning, adapting to new situations, coping with uncertainty (applicable to life-long learning in terms of new translation software, new

terminology, new areas of specialization, coping with periods of no jobs, adapting to the new market needs by introducing machine translation post-editing for instance);

- proactiveness: “I do”;
- entrepreneurial passion: “I want”;
- entrepreneurial identity: “I am/I value”;
- uncertainty / ambiguity tolerance: “I dare”
- perseverance: “I overcome”

These skills and attitudes are the basic ones that every freelance translator should have if he/she is to enter the market of freelance translators and to succeed.

3.3.3.2 UNCTAD Entrepreneurship Competency Model

Fig. 7 depicts the Entrepreneurship Competency Model (2010) created by the Consortium for the entrepreneurship education (CED). This model comprises nine tiers. Model’s pyramidal shape implies neither that tiers are hierarchical nor that competencies at the top of the pyramid should be developed at a higher level. The model’s shape “represents the increasing specialization and specificity in the application of skills as move up the tiers” (2010, p. 3).

Tiers 1-4 partitioned into hindlers, that allude to competency areas (applied skills, knowledge and abilities that contribute towards effective entrepreneurial performance). Tiers 1-3 are the so-called foundation competencies, which constitute the foundation needed to be prepared enter the work environment. Tiers 4 and 5 include Industry Competencies, which are explicit to an industry or industry sector. Tiers 6 through 9 speak to the specialization that happens inside explicit occupations within an industry.

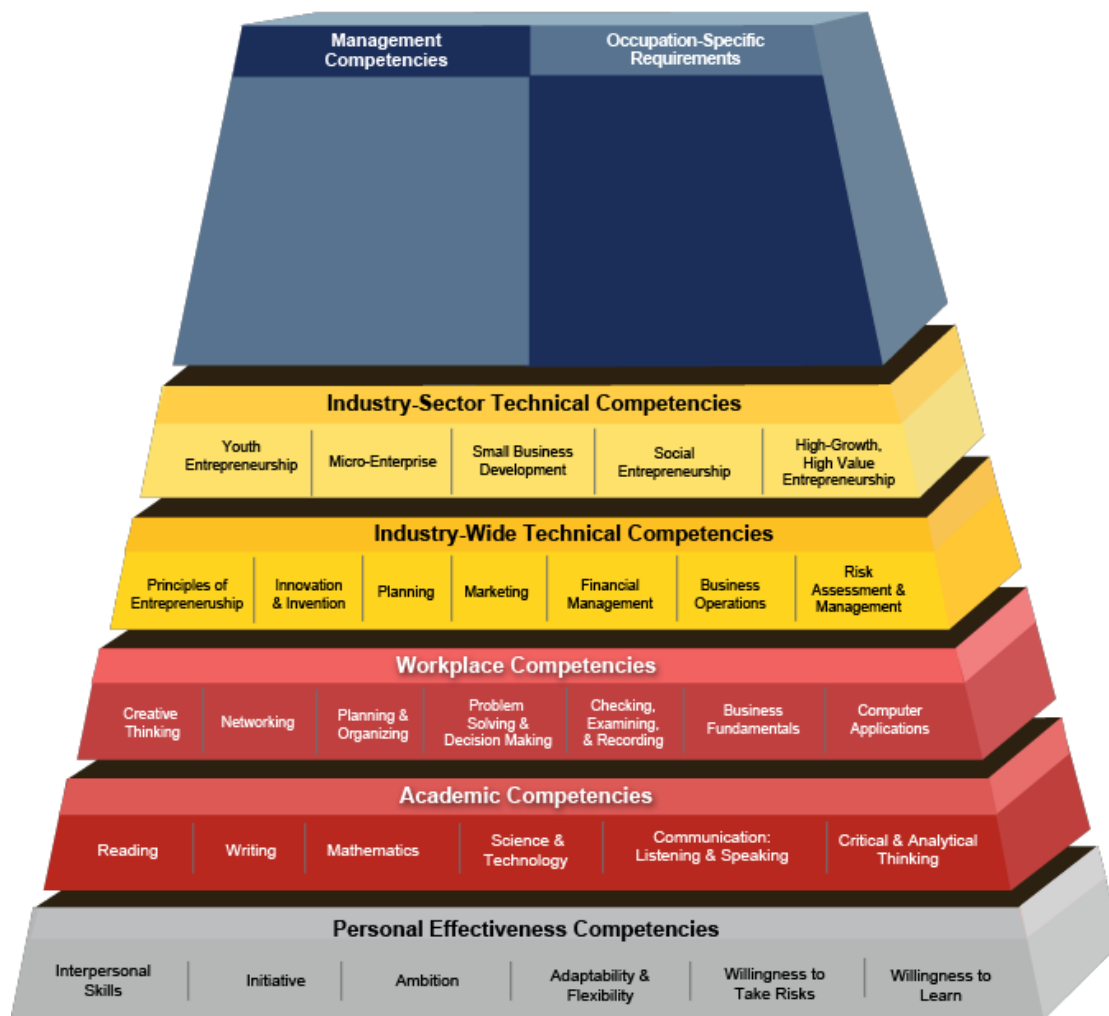


Figure 7. UNCTAD Entrepreneurship Competency Model

All competencies are defined in detail (CED, 2010, p. 4-22), and we will focus only on those relevant to the entrepreneurial competences of our model of freelance translators' competencies. They are as follows:

Tier One – Personal Effectiveness Competencies

1. Interpersonal skills: Displaying skills to work with others from diverse backgrounds. Maintaining open communication by establishing a high degree of trust and credibility with others - freelance translators with their clients and fellow translators (CED, 2010, p. 4).

2. Initiative: Demonstrating a willingness to work.

Work independently through developing own ways of doing things, perform effectively with minimal direction, support, or approval, and exert effort toward task mastery - applicable to

freelance translators in terms of finding their own way to exercise their business (CED, 2010, p. 5).

3. Ambition: Demonstrating desire and dedication to achieve goals (CED, 2010, p. 5).

Motivation:

- ☐ Endeavor to succeed and excel
- ☐ Possess a desire for change, improvement, and personal accomplishment
- ☐ Strive to exceed standards and expectations
- ☐ Embrace challenges

Persistence

- ☐ Pursue work with passion, energy, drive, and a strong accomplishment orientation
- ☐ Accomplish tasks even when conditions are difficult or deadlines are tight
- ☐ Persist at a task or problem despite interruptions, obstacles, or setbacks

Perseverance

- ☐ Show patience, tenacity, and determination to achieve goals
- ☐ Undertake long-term commitments to new projects
- ☐ Cope with stress and ambiguity, especially in times of uncertainty
- ☐ Weather the highs and lows of business

Each segment of the above stated ambition-related attitudes is necessary for freelance translators who want to pursue a successful career. For instance, Robinson (2003) claims that one of freelance translators' most important skills is the ability to know or to learn how to find pleasure in the work: "Pleasure in the work will motivate a mediocre translator to enhance her or his reliability and speed; boredom or distaste in the work will make even a highly competent translator sloppy and unreliable" (Robinson, 2003, p. 34).

4. Adaptability and Flexibility: Displaying the capability to adapt to new, different, or changing requirements (CED, 2010, p. 5).

Entertain New Ideas

- ☐ Consider new ways of doing things

- ☐ Embrace new approaches when appropriate
- ☐ Discard approaches that are no longer working

This competence is crucial, both for novice freelance translators entering the market and for the experienced ones, due to the ever-changing nature of the translation market and the mere fact that every single client potentially has different demands for the tasks that are to be completed.

5. Willingness to Take Risks: Displaying a willingness to accept risks associated with entrepreneurial activities (CED, 2010, p. 6).

Assume Risks

- ☐ Treat failures, should they occur, as valuable learning experiences

Freelance translators should be aware that failures are part of their career, and that they should never be afraid of them, as they constitute inextricable part of their business.

6. Willingness to Learn: Displaying a willingness to learn and apply new knowledge and skills (CED, 2010, p. 6).

Demonstrate an Interest in Learning

- ☐ Be curious and attentive to identify business opportunities (the environment in which businesses operate is constantly changing)
- ☐ Search for and participate in assignments or training that address changing demands
- ☐ Treat unexpected circumstances as opportunities to learn

Learning Strategies

- ☐ Set lifelong learning goals
- ☐ Identify when it is necessary to acquire new knowledge and skills
- ☐ Pursue opportunities to develop new knowledge, skills, and expertise

Identify Career Interests

- ☐ Take charge of personal career development by identifying interests, strengths, options, and new business opportunities

- ☐ Make insightful career planning decisions based on consideration of others' feedback and available opportunities

This competence is one of the cornerstones of the freelance translation business, as it allows freelancer to keep up with the market changes and to stay competitive.

Tier Three – Workplace Competencies

2. Networking: Establishing professional relationships and partnerships.

Building Relationships (CED 2010, p. 11).

- ☐ Seek opportunities to make contacts through organizational events, social events, external organizations and professional activities
- ☐ Identify partners/employees/consultants who complement one's own strengths and weaknesses
- ☐ Exhibit trustworthy behavior to build successful business relationships

Making contacts with potential clients and networking with other translators can help pave the road towards success, and freelance translators should seriously consider that.

3. Planning & Organizing: Planning and prioritizing work to manage time effectively and accomplish assigned tasks (CED 2010, p. 11).

Planning

- ☐ Approach work in a methodical manner
- ☐ Schedule tasks so that work is completed on time

Prioritizing

- ☐ Prioritize various competing tasks
- ☐ Perform tasks quickly and efficiently according to their urgency
- ☐ Find new ways of organizing or planning work to accomplish work more efficiently

Allocating Resources

- ☐ Estimate resources needed for project completion
- ☐ Allocate time and resources effectively

- ☐ Keep all parties informed of progress and relevant changes to project timelines

Anticipating Obstacles

- ☐ Anticipate obstacles to project completion
- ☐ Develop contingency plans to address obstacles
- ☐ Take necessary corrective action when projects go off-track

All the above-mentioned components are very important in freelance translators' career. Freelance translators should be organized, deliver projects on time, prioritize tasks, estimate and allocate time and resources effectively, should be able to anticipate and cope with the obstacles, and inform clients in case of any change/issue that affects the delivery of the project.

4. Business Fundamentals: Applying knowledge of basic business principles, trends, and economics to work activities (CED, 2010, p. 12).

Business Ethics

- ☐ Demonstrate respect for colleagues, coworkers, and customers
- ☐ Comply with applicable laws and rules governing work
- ☐ Recognize relevant, ethical issues in business

Market Knowledge

- ☐ Explain market trends in the industry and the company's position in the market
- ☐ Stay current on organizational strategies to maintain competitiveness

Freelance translators should possess the fundamental business skills listed above, as they act as business entities and would not execute their professional activities without basic knowledge of the business environment.

Tier Four – Entrepreneurship Technical Competencies

3. Planning: Determining the direction of an organization/enterprise and identifying a strategy to achieve that direction (CED, 2010, p. 17).

The Strategic Plan

- ☐ Provide the vision and key strategic elements of the plan
- ☐ Keep the strategy focused

This competence is especially important as it corresponds to the very topic of our research – a model strategy for success. Hence, freelance translators who want to succeed should consider drawing a strategic plan in order to stay focused on their main objective, and that is to become successful.

4. Marketing: Planning and executing a strategy to promote and sell products, services, and ideas (CED, 2010, p. 18).

Marketing Analysis and Strategy

- ☐ Identify a customer base
- ☐ Define a target market
- ☐ Conduct market analysis and customer profiling
- ☐ Develop a marketing plan

Product/Service Management

- ☐ Plan product/service mix
- ☐ Choose product/service name
- ☐ Evaluate customer experience

Pricing

- ☐ Establish pricing objectives
- ☐ Select pricing strategies
- ☐ Set prices and adjust as necessary to maximize profitability

Selling

- ☐ Establish relationship with the client/customer
- ☐ Determine customer/client needs and motives
- ☐ Recommend specific product/service
- ☐ Convert customer/client objections into selling points
- ☐ Manage online sales process

All listed components of the marketing competence are of great importance for freelance translators and should constitute part of their professional competence.

3.3.3.3 EMPRETEC model

By looking into the 10 Personal Entrepreneurial Competencies (PECs) that can help make business people become successful entrepreneurs, UNCTAD is presenting the Empretec model that is explained below (UNCTAD, 2015, p. 3). The research conducted by prof. David McClelland, is a foundation of Empretec methodology. Prof. McClelland is a psychologist from Harvard University, who has contributed greatly in the area of entrepreneurship since the late 1950s, thanks to his broad work. His research exhibited that everyone possessed inner motivation to improve. McClelland called this “motive for action” an archetype, and he classified the 40 archetypes in three motivational main types – driven by the achievement, affiliation or power drive (ibid.).

McBer and Company (David McClelland’s consulting firm) and MSI (United States) conducted a research to determine the behavioral competencies, which distinguish successful entrepreneurs from less successful entrepreneurs. At last, following months of testing, they came to comprehend that there were certain common competencies among all successful entrepreneurs, starting from one nation then onto the next and starting with one business then onto the next. These competencies were named Personal Entrepreneurial Competencies or PECs, and they form part of the Empretec training program (ibid.).

The Empretec program is active in 32 countries with more than 300,000 trainees over the developing world. What makes it different from other training is that Empretec offers a behavioral approach to entrepreneurship (UNCTAD, 2015, p. 2). Empretec expects to improve productive capacity and international competitiveness to serve “economic development, poverty eradication and equal participation of developing countries in the world economy” (ibid, p. 2).

Empretec comes from the Spanish for *emprendedores* (entrepreneurs) and *tecnologia* (technology), and aims at instilling “behavioral change into a select group of promising entrepreneurs” (ibid.). The Empretec methodology distinguishes the following 10 key areas of competencies regarding the entrepreneurial development: opportunity-seeking and

initiative; persistence; fulfillment of commitments; demand for quality and efficiency; calculated risks; goal-setting; information-seeking; systematic planning and monitoring; persuasion and networking; and independence and self-confidence (UNCTAD, 2015, p. 4).

These competences are divided into the following three clusters:

Achievement

The motive for achievement is a need that incites individuals to achieve extraordinary things, because they cherish difficulties. They need to show themselves that they are capable of doing what they intend to do. The desire to achieve is obvious in each part of their lives, both personal and professional (UNCTAD, 2015, p. 4).

Affiliation

Entrepreneurs have a “tremendous need for aggregation” (UNCTAD, 2015, p. 4). They love this way of life and love to connect with significant individuals in the community. UNCTAD compares entrepreneurs with that “relative in our family who loves to organize the New Year’s Eve get-together” (ibid.).

Power

Entrepreneurs love to be independent and free, and to work for themselves. Entrepreneurs must be free to seek after their own ideas. Because, as UNCTAD describes them (2015, p. 4) “they are the movers and shakers”, i.e. the individuals who get things going.

Below there is the detailed list of these 10 PECs along with a short analysis of their validity and importance for freelance translators.

The first cluster - Achievement

Opportunity-seeking and initiative

Entrepreneurs seek opportunities and take the initiative to transform those opportunities generally seen as problem by other people into lucrative business situations. They possess the following behaviors (UNCTAD, 2015, p. 6):

- Do things before being asked or forced to by events;
- Take action to extend the business into new areas, products or services; and

In terms of freelance translators, they should be at least one step ahead of time and capable to adapt to the market events and think about alternative strategy if things do not go according to plan (in terms of finding new clients, getting the clients pay them, asking for deadline extension well in advance if they realize that translation work does not go according to plan, try new marketing strategies to enter new markets and attract new clients; extend the array of services offered, as well as offering new language combinations (if applicable), new specializations, working with new CAT tools.

Persistence

Entrepreneurs do persevere, and never give up at a point when a great many people will in general forsake an activity. Instead, they demonstrate the following behaviors (UNCTAD, 2015, p. 6):

- Take action in the face of significant obstacles and challenges;
- Take persistent actions, or switch to an alternative strategy to meet a challenge or obstacle; and
- Take personal responsibility for the performance necessary to achieve goals and objectives.

Persistence in the context of freelance translators may mean waiting for the right job-related opportunity to come, and not quitting after being rejected for projects by several translation agencies or direct clients. On the contrary, it requires continual searching for other potential clients or jobs, thinking about changing the current business strategy if it does not work and being responsible for all the projects completed in order to achieve the desired goals and objectives.

Fulfilling commitments

Entrepreneurs generally stay faithful to their commitments, regardless of how extraordinary the personal sacrifice. They show the following behaviors (UNCTAD, 2015, p. 7):

- Make a personal sacrifice and extraordinary effort to complete a job;
- Strive to keep customers satisfied and place long-term goodwill above short-term gain.

This competence is essential for those freelance translators pursuing a successful career. Customer satisfaction should be their top priority as it directly influences their success.

Demand for quality and efficiency

The original description of this competence stated by UNCTAD is that demand for quality and efficiency “has to do with passion: being obsessed by the need to improve quality, to do something better, faster or cheaper.” We are eliminating the “cheaper” part of the definition as it does not fit the logic of the freelance translators’ profession. Namely, better and faster service comes at a higher price, and good translators do not devalue their competences, promptness and hardworking attitude by offering top quality service for less money.

In this context, Chriss (2000, p. 5) discusses the ‘Golden Triangle’ in any form of business. It is an equilateral triangle, with the first side being Quality, the second, Time, and the last, Price. If we consider a perfect project to be a balance of each of the three, and therefore rest in focal point of the triangle, we can perceive what happens when the client wants to lower the costs (in that case the job would move toward the Price side), Quality would go down and Time would remain unchanged. If the client wants a cheap job done immediately, then Quality would truly drop. Alternately, in the event that the client needs a great quality job, then both Price and Time would rise.

The abovementioned passion is demonstrated through the integrity and pride of the entrepreneurs. Typical behaviors related to this competence are (UNCTAD, 2015, p. 7):

- Find ways to do things better and faster;
- Act to do things that meet or exceed standards of excellence; and
- Develop and use procedures to ensure that work is completed on time and that work meets agreed-upon standards of quality.

All of these segments refer to the quality of service provided by freelance translators and are crucial part of the professional competences of those who are aiming at success.

Taking calculated risks

Going out on a limb is one of the essential ideas in entrepreneurship, because entrepreneurs are happy to take risks. They demonstrate the following behaviors (UNCTAD, 2015, p. 8):

- Deliberately calculate risks and evaluate alternatives;
- Take action to reduce risks and/or control outcomes; and
- Place themselves in situations involving a challenge or moderate risk.

Freelance translators may apply this competence in terms of:

- a) offering higher rates when being aware of their qualities and impeccable services they could offer (even though they might be aware that their competitors might beat them by lowering their price and being assigned the job instead);
- b) taking the risk by accepting big project from a first-time client, since despite all the previous checks of client's portfolio, they may end up fighting for their well-deserved payment;
- c) accepting one job and rejecting other for not having time to complete it, although possibly the latter client could prove more reliable and more stable in terms of numbers of projects in the long-term.

The second cluster – Planning

Goal-seeking

This is the most significant competency since none of the rest will work without it. Entrepreneurs recognize what they need, they set and realize their business goals, by continually contemplating the future and set goals. Typical behaviors related to this competence are (UNCTAD, 2015, p. 9):

- Set goals and objectives that are personally meaningful and challenging;
- Articulate clear and specific long-term goals; and
- Set measurable short-term objectives.

The abovementioned competence as far as the creation of strategy for success is concerned. Namely, freelance translators should always have a clear vision, goals, and objectives, both long-term and short-term. That method will enable them to evaluate their progress and redefine the strategy if needed (in case of failure).

Information-seeking

Entrepreneurs do not like presumptions or uncertainty and do not prefer to depend on others for information. It appears that entrepreneurs invest a great deal of time and energy gathering information about their customers, providers, technology and opportunities. Typical behaviors related to this competence are (UNCTAD, 2015, p. 9):

- Personally seek information from customers, suppliers and competitors;
- Do personal research on how to provide a product or service; and
- Consult experts for business or technical advice.

In the context of freelance translators, this competence refers mostly in making research related to the portfolio of the clients (checking reviews of other fellow translators who have already worked with the same client) before establishing cooperation with certain clients in order to check the reliability and trustworthiness of the client, whether he/she values the quality service by paying decent rates, and whether he/she pays on time. Moreover, freelance translators should seek technical or business-related guidance for those segments of their job that they do not feel confident/comfortable doing by themselves, such as accounting services, services of a lawyer or debt collection company when dealing with non-payers, IT services, marketing services, to name but a few.

Systematic planning and monitoring

Systematic planning implies efficient, logical order of events on the road towards the set goal, whereas monitoring implies checking. In other words, the purpose of the business plan is first to check the feasibility of something, and then to make an attempt. In this vein, entrepreneurs show the following behaviors (UNCTAD, 2015, p. 10):

- Plan by breaking large tasks down into sub-tasks with clear time-frames;
- Revise plans in light of feedback on performance or changing circumstances; and

This competence is very much valid for the strategy of success we are proposing, as it prescribes careful monitoring and thorough research before making a definite plan, and be prepared for adhoc revision of the plan if need be.

The third cluster - Power

Persuasion and networking

Entrepreneurs use an unequivocal technique for influencing other individuals to follow them or accomplish something for them. A fruitful persuasion system depends upon all parties included, that is, the entrepreneur (freelance translator in our case) and the individuals he/se is trying to persuade (for instance, persuading a client to accept his/her offered rate for the job in question by guaranteeing fast and high quality service). Typical behaviors related to this competence are (UNCTAD, 2015, p. 10):

- Use deliberate strategies to influence and persuade others;
- Take action to develop and maintain a network of business contacts.

As discussed above, freelance translators should be very skillful regarding persuading clients to choose them for the specific job, and not somebody else. It may happen that they are very good translators, but without being good negotiators, they may risk losing the job opportunity.

Independence and self-confidence

This competence corresponds to entrepreneurs' peaceful confidence in their capability or potential to accomplish something, because entrepreneurs accept full responsibility for getting things going. It is, in fact an internal confidence reflected by the difficulties they embrace throughout everyday life. Typical behaviors related to this competence are (UNCTAD, 2015, p. 11):

- Seek autonomy from the rules and/or control of others;
- Attribute the causes of successes and failures to oneself and to one's own conduct; and
- Express confidence in their ability to complete a difficult task or to face a challenge.

In the context of freelance translators, independence can be demonstrated by being their own bosses, embracing both positive and negative experiences and learn from them, being confident when working on a difficult project and doing their best to deliver the best quality translation possible.

3.3.3.4 EntreComp: The Entrepreneurship Competence Framework

One of the key policy goals for the EU member-states has been the development of the entrepreneurial capacity of European citizens and organizations. The awareness that entrepreneurial skills, knowledge and attitudes can be learned and thus leads to the boundless advancement of entrepreneurial mind-sets and culture, which benefit both people and society in general, has becoming stronger. The European Commission previously alluded to the significance of entrepreneurship education in 2003, in the European Green Paper on Entrepreneurship in Europe. Later on, by 2006, the European Commission had distinguished a 'sense of initiative and entrepreneurship' as one of the eight key competences important for all individuals of a knowledge-based society.

The need for promoting entrepreneurship education and entrepreneurial learning have been highlighted by initiatives, such as 2008 *Small Business Act for Europe*, the 2012

Communication on Rethinking Education, the 2013 *Entrepreneurship Action Plan 2020*, the New Skills Agenda for Europe, etc. The 2016 edition of the Eurydice Report on ‘Entrepreneurship Education at School’ pointed out that the European Key Competence definition of entrepreneurship is used by about half of the countries in Europe. Moreover, Eurydice identified the absence of far reaching learning outcomes for entrepreneurship education as one of the fundamental hindrances to the development of entrepreneurial learning in Europe (Bacigalupo et al., 2016, p. 5).

The reasonable need to define entrepreneurship as a competence, to build up a reference framework portraying its components as far as knowledge, skills and attitudes; and to give European citizens the suitable tools to assess and build up viably this key competence led to launching of Entrepreneurship Competence study (EntreComp) by the Joint Research Centre (JRC), for the benefit of the Directorate General for Employment, Social Affairs and Inclusion (DG EMPL) in January 2015. One of its key objectives was to create a typical conceptual approach, which could bolster the advancement of entrepreneurship competence at European level (Bacigalupo et al., 2016, p. 5).

EntreComp expands on past JRC work that was directed to set up a typical reference framework for citizens' digital competence (Digital Competence Framework for Citizens (DigComp)). The EntreComp framework has been created through blending methods, an approach comprised of a complete review of both academic and grey literature, case studies in-depth analysis, desk research and a lot of multi-stakeholder consultations. The framework depicts entrepreneurship as a transversal competence, which can be applied by citizens to all circles of life “from nurturing personal development, to actively participating in society, to (re)entering the job market as an employee or as a self-employed person, and to starting up ventures (cultural, social or commercial)” (Bacigalupo et al., 2016, p. 6). Freelance translators are self-employed people who enter the translation job market, and they can therefore potentially benefit from this entrepreneurship competence framework.

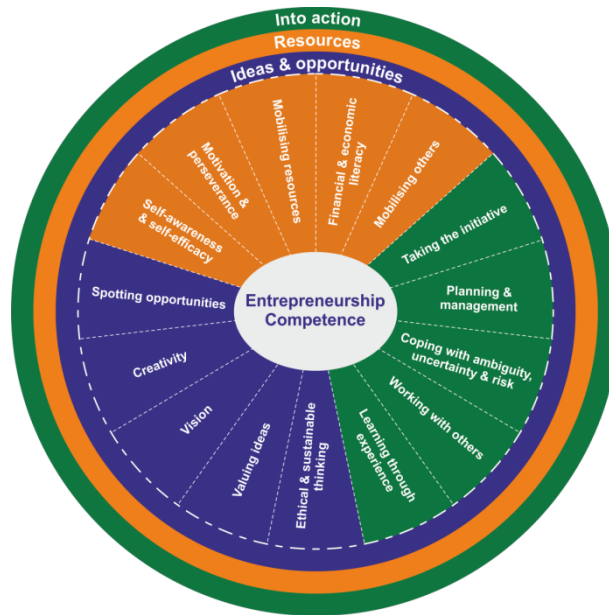


Figure 8. EntreComp model and its areas and competences

EntreComp reference framework (Figure 8) can be utilized as a reference for the design of curricula in the formal education and training sector. Apart from that, and that is why it fits our suggested model of freelance translator's competence, EntreComp can be used for activities and programs in non-formal learning contexts or for development of tools for people to self-assess their entrepreneurial proficiency. Its goal is to set up a bridge between the areas of education and work regarding entrepreneurship as a competence (Bacigalupo et al., 2016, p. 6).

The three areas of the conceptual model EntreComp ('Ideas and opportunities', 'Resources' and 'Into Action') have been marked to stress entrepreneurship competence as the capacity "to transform ideas and opportunities into action by mobilizing resources" (Bacigalupo et al., 2016, p. 10). These resources can be personal (such as self-efficacy and self-awareness, motivation and perseverance), material (for example, financial resources and production means) or non-material (such as specific knowledge, skills and attitudes). These three competence areas are firmly interlaced, and entrepreneurship as a competence remains over each of the three of these together. The 15 competences are additionally interrelated and interconnected and ought to be treated as parts of an entirety. Still, the creators of the framework do not propose that the level of proficiency reached by the users of this conceptual model in each of the 15 competences should be the same, or that the highest level of proficiency should be achieved for each of the competences. EntreComp in Figure 8 are

presented through slices of a pie chart. This type of representation - where blue slice is for the competences in the 'Ideas and opportunities' area, orange slice for the competences in the 'Resources' area and green slice for the competences in the 'Into action' area, slices are encompassed by the 3 competence rings, which grasp all the 15 competences - means that the coupling between competence areas and competences is not subject to strict classification. For instance, creativity is one of the competences in the area of 'Ideas and opportunities', despite the fact that the creative process involves both the utilization of resources and the ability to follow up on ideas to form their value. Each user of this model may establish new links among competences and areas, and may even extend the components of the framework and customize them accordingly (Bacigalupo et al., 2016, p. 10).

Table 2 below (Bacigalupo et al., 2016, pp. 11-12) gives an overview of the EntreComp conceptual model. The order of the numbered competences does not imply a hierarchy or a sequence in the acquisition process. In other words, all competences are equally important.

Area	Competences	Hints
1. IDEAS AND OPPORTUNITIES	1.1 Spotting opportunities	Use your imagination and abilities to identify opportunities for creating value
	1.2 Creativity	Develop creative and purposeful ideas
	1.3. Vision	Work towards your vision of the future
	1.4 Valuing ideas	Make the most of ideas and opportunities
	1.5 Ethical and sustainable thinking	Assess the consequences and impact of ideas, opportunities and actions
	2.1 Self-awareness and self-efficacy	Believe in yourself and keep developing
	2.2 Motivation and perseverance	Stay focused and don't give up

2. RESOURCES	2.3 Mobilizing resources	Gather and manage the resources you need
	2.4 Financial and economic literacy	Develop financial and economic know how
	2.5. Mobilizing others	Inspire, enthuse and get others on board
3. INTO ACTION	3.1 Taking the initiative	Go for it
	3.2 Planning and management	Prioritize, organize and follow-up
	3.3 Coping with uncertainty, ambiguity and risk	Make decisions dealing with uncertainty, ambiguity and risk
	3.4 Working with others	Team up, collaborate and network
	3.5. Learning through experience	Learn by doing

Table 2. EntreComp conceptual model

As far as freelance translators are concerned, most competences of EntreComp can be of huge importance to them, with self-awareness and self-efficacy, motivation and perseverance, coping with uncertainty, ambiguity and risk (that can also be classified as psychological skills), and spotting opportunities, financial and economic literacy, and planning and management in particular (as core business-related skills), being among the crucial ones.

However, since EntreComp framework may be universal and it does not refer to some particular profession, some of the competences such as creativity, ethical and sustainable thinking, mobilizing others and working with others do not fit our model, as they are not related to the freelance translators' profession.

EntreComp has been reviewed as a “very comprehensive and broad-based tool” by the stakeholders involved in its review, and its comprehensiveness is considered one of its main

assets. Stakeholders suggest that the EntreComp framework should be considered as a starting point (Bacigalupo et al., 2016, p. 14).

The EntreComp Progression Model gives a reference for proficiency development. It comprises four main levels: Foundation, Intermediate, Advanced and Expert, and each of them is divided into two sub-levels. At Foundation level (and its sub-levels Discover and Explore), entrepreneurial value is created with outer help. At Intermediate level (divided into Experiment and Dare), entrepreneurial value is created with increasing autonomy. At Advanced level (composed of Improve and Reinforce), users of the framework are developing responsibility to transform ideas into action. Last but not least, at Expert Level (and its sub-levels Expand and Transform) created value has significant effect in its reference area. These proficiency levels give a route to the user to analyze and customize the desired learning outcomes (Bacigalupo et al., 2016, p. 14).

As stated before, the EntreComp is a very comprehensive framework and offers an instrument that can be adjusted to various needs. This conceptual model is not prescriptive, i.e. it does not suggest that users ought to gain the highest level of proficiency in all competences, or that they should arrive at a same proficiency level over every one of the competences. For instance, we could envision planning an entrepreneurial learning experience targeted at freelance translators. Taking into consideration the EntreComp model, we could, for example, aim at an advanced level of proficiency in competences like ‘taking the initiative’, ‘planning and management’, ‘self-awareness and self-efficacy’, ‘motivation and perseverance’. Simultaneously, we could expect to accomplish an intermediate level of proficiency in ‘coping with uncertainty, ambiguity and risk’, ‘financial and economic literacy’, ‘working with others’, and only foundation level of proficiency in ‘mobilizing others’. We could esteem it essential for the freelance translators to be capable of working with others (to collaborate, team-up and network), but not crucial, since most of the time they work alone on their projects. What is more, they should know how to deal with uncertainty, risk and ambiguity, although this skill is relevant mostly at the beginning of their career until they reach the desired scope of work/number of clients. In addition, they should have the skills necessary to understand the financial segments of their job, yet it is not imperative to have them develop skills for double-entry bookkeeping (for which an advanced level of proficiency is needed). Developing the skill to mobilize other people by inspiring and enthusing them have little to no importance taking into consideration that freelancers work

alone. Still, having foundation level of this competence may be useful when working on big translation projects as part of a team, and coordinating that team.

EntreComp is designed for universal use, and is not attached to particular setting, particularly not to formal education settings. By concentrating on the improvement of competences through the real making of entrepreneurial value, the progression model eliminates the boundaries between education, work and civic engagement, thus making the EntreComp Progression Model “transversal to formal, non-formal and informal learning contexts” (Bacigalupo et al., 2016, p. 14).

3.3.4 TET – the freelance translator’s competence model

Following the in-depth analysis of several translation competence and entrepreneurship models, we present our freelance translator’s competence model called TET. TET stands for translation + entrepreneurship + technology. As seen from the analysis in this section, although the presented translation competence models take into consideration that translation competence is expert knowledge and besides the training related knowledge, it requires professional practice knowledge, they are tailored to serve the needs of the university programs in translation and interpreting and are therefore designed for translator’s training. Nevertheless, upon graduation, translation students and other individuals willing to become freelance translators, face the lack of skills and competences they need to enter the translation market, to stay there and become competitive. That is mostly because the skills and competences they acquire are insufficient to meet the challenges of the translation business, and they might only serve in terms of delivering good translation. However, they still need to develop other skills pertaining to the profession.

As declared by Robinson (2003, p. 34), those freelance translators who are striving towards success should drill, apart from the necessary specific translation-related skills, some other skills related to their attitude towards their job, such as: “intrinsic motivation, receptivity, desire for constant growth, openness towards changing and learning new things, a commitment to the profession, as well as a delight in words, images, intellectual challenges, and last but not least – in people” (ibid.).

Furthermore, Chriss (2006, p. 36) says that “a professional freelance translator can be defined as a package, combining a strong linguistic background, skills and interest in writing, and sophisticated business skills.” We coincide with his statement that all freelance translators have to strive for a higher level of professionalism in order to bring respect and prestige both to themselves and to the translation profession (ibid.).

In this vein, Schneckenberg and Wildt (2006, p. 30) research the concept of competence and its essential constituents, and they do not bind it to developing some specific skills relating to a profession or craft. It is the capacity to adapt adequately to challenges in a given circumstance and is seen through a performance (Schneckenberg & Wildt, 2006, p. 30). They suggest that to acquire a competence it is necessary to climb the “stairway” in which each progression is based upon the other. These progressions to the acquisition of competence are depicted in Figure 9 below.

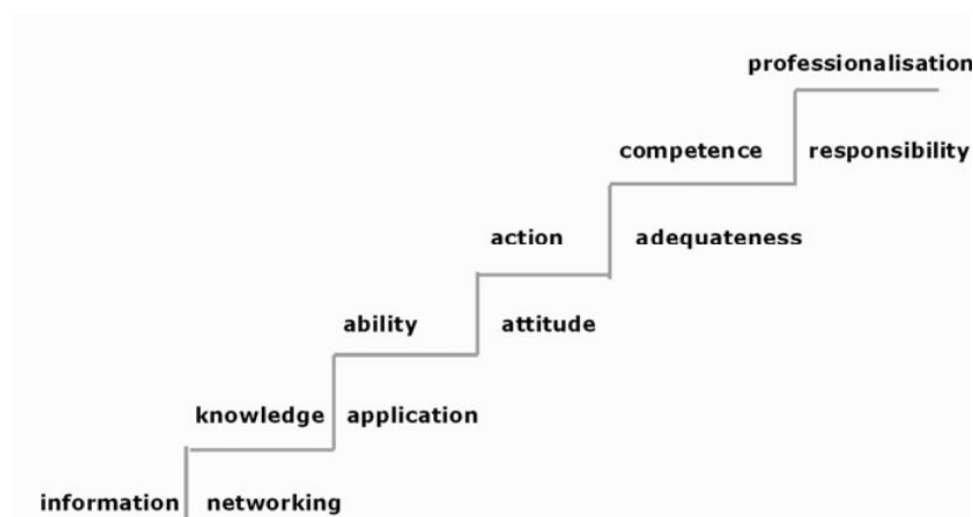


Figure 9. Steps towards professional development (Schneckenberg & Wildt, 2006, p. 31)

The procedure starts with the obtaining of information. By help of networking, it transforms into knowledge. In the event that this knowledge is applied to a particular setting, it may lead to ability. At a point when the ability is blended with attitude inclusive of motivation and values, an action is referenced. If, in the fourth step, the action is consistent with certain benchmarks of appropriateness or adequacy, then that adequate action may lead to competence. The last progression comprises professionalization, where competence is coupled with responsibility (Schneckenberg & Wildt, 2006, p. 31).

The concept of translation competence is a term covering the various skills and knowledge that a translator needs to have in order to translate functionally. The term, often studied as a multicomponential concept in literature, does not cover the necessary skills if it is seen from the point of view of freelance translation business.

Consequently, freelance translators, unlike translation students need to climb the last step. i.e. the step of professionalization, if they are to pursue a successful career. Thusly, we recognize the need to switch from translation competence to freelance translator's competence, and we propose the TET model of freelance translator's competence. For similar reasons given by Eser (2015), we selected the term translator's competence model, as it covers other competences apart from the translation competence.

Our model is provided in detail in Table 3 below and comprises the following three sets of competences and skills:

- Translation-related competence
- Entrepreneurial competence
- Technological competence

Name of the competence	Description of the individual segments of the competence	Theoretical basis
Translation-related competence	<u>Translation competence</u>	ISO 17100:2015
	<u>Bilingual competence</u>	PACTE 2003
	<u>Extra-linguistic competence:</u>	PACTE 2003
	- Cultural - Thematic	ISO 17100:2015 and/or Kelly 2002 Kelly 2002 and/or EMT 2009
	<u>Strategic</u>	PACTE 2003 and/or Kelly 2002 and/or Monzo EMT 2009
	<u>Info mining competence</u>	EMT 2009

Entrepreneurial competence

Personal effectiveness competences:

- Interpersonal skills	UNCTAD ECM 2010
- Initiative	“ “ “
- Ambition (motivation, persistence, perseverance)	“ “ “
- Adaptability and flexibility (entertain new ideas)	“ “ “
- Willingness to take risks (assume risks)	“ “ “
- Willingness to learn (demonstrate an interest in learning, learning strategies, identify career interests)	“ “ “
- Entrepreneurial identity	Lackeus 2013
- Self-awareness and self-efficacy	EntreComp 2015
- Independence and self-confidence	PEC 2015
- Proactiveness	Lackeus 2013
- Coping with uncertainty, ambiguity and risk	EntreComp 2015
- Spotting opportunities	EntreComp 2015
- Information-seeking	PEC 2015
- Fulfilling commitments	PEC 2015

Workplace competences:

- Planning and organizing (planning, prioritizing, allocating resources, anticipating obstacles)	UNCTAD ECM 2010
- Business fundamentals (business ethics, market knowledge)	“ “ “
- Financial and economic literacy	EntreComp 2015
- Persuasion and networking (building relationships)	PEC 2015

Entrepreneurship technical competences:

- Goal-seeking	PEC 2015
- Planning (strategic plan) and	UNCTAD ECM 2010

	management - Systematic planning and monitoring - Marketing (marketing analysis and strategy, product/service management, pricing, selling)	PEC 2015 UNCTAD ECM 2010
Technological competence	<u>Technology competence (tools and applications)</u>	EMT 2017

Table 3. Components of the model of freelance translator's competence (TET)

Translation-related competence is the core segment of our freelance translator's model TET, and the main pre-requisite for becoming a freelance translator. Translation-related competence in TET model entails the process designed to translate a document from one language to another, while delivering 100% quality and within a certain deadline (similarly to the description in the survey conducted by OPTIMALE, 2013, p. 7). In other words, translation-related competence encompasses all the competences and skills needed to produce high-quality translation. We assume that prospective freelance translators have acquired this competence at the highest possible level before entering the freelance translation market.

Translation-related competence draws on the models by ISO 17100:2015, PACTE, Kelly, and EMT models, and it comprises the following components:

- Translation competence, as per ISO 17100:2015 (also known as Knowledge on the functioning of translation sub-competence (excluding the knowledge related to professional translation practice) according to PACTE 2003).
- Bilingual competence, as per PACTE 2003. It is more comprehensive than the individually listed textual and linguistic/linguistic/textual and communication/language competence by ISO/Monzo/Kelly 2002/EMT 2009, respectively, as it refers to the knowledge of the source and target language, that can be linguistic, lexical, grammatical, pragmatic, textual (PACTE 2003, p. 66).

- Extra-linguistic competence, as per PACTE 2003. Apart from the general classification, we provide further details to highlight its specific components and we therefore include the cultural competence, as per Kelly 2002 and/or ISO 17100:2015, and the thematic competence, as per EMT 2009 and/or Kelly 2002. Note should be taken that EMT 2009 likewise contains culture-related competence, called intercultural competence, whereas ISO 17100:2015 encompasses the so-called domain competence as an equivalent to the thematic competence.
- Strategic competence, as per PACTE 2003 and/or Kelly 2002 and/or Monzo 2002. EMT 2009 also includes such competence, and its equivalent is Production dimension of Translation service provision competence.
- Info mining competence, as per EMT 2009. ISO 17100:2015 likewise encompasses similar competence, designated as research competence, information acquisition and processing.

Entrepreneurial competence is the second core segment of TET, and it includes a combination of the essential skills and competences required to manage the translation business, thus alluding to the facet of the “translator as a business person”, as named by Mayoral (2005). In other words, it covers the entire scope of activities from finding customers, negotiating the translation project to the production of the final product (i.e. the target text), and to the customer service procedures, i.e. customer relations management.

Entrepreneurial competence is based on a selection of skills and competences suggested by the already presented entrepreneurship models: Lackeus, UNCTAD Entrepreneurship Competency Model (ECM), EntreComp, and Personal Entrepreneurial Competences (PEC). We opted to apply certain competences of these models, because they are all-inclusive and allow for more in-depth specification unlike the subcompetences and skills proposed in the linguistic and translation studies models. Namely, we refer to the psycho-psysiological skills (that are part of PACTE’s, Kelly’s and Monzo’s models), the basic knowledge for exercising the professional practice / knowledge related to professional translation practice proposed in the models of Kelly and PACTE, Interpersonal dimension of Translation service provision competence proposed by the old EMT model from 2009, and Personal and interpersonal competence and Service provision competence proposed by its successor EMT 2017. Regardless of the terminology used in the above said models, all of these skills refer to the skills and competences required to be a professional translators.

The basic theoretical framework used is the UNCTAD Entrepreneurship Competency Model (ECM), complemented by certain skills and competences from other models. Competences are divided into: Personal effectiveness competences, workplace competences, and entrepreneurship technical competences. The complete list is provided in Section 3.3.3.2. The first set of competences includes psycho-physiological and interpersonal skills that are part of the above discussed translation competence models.

The level of acquisition of this competence and its components depend on the needs and circumstances of each individual freelance translator, and determining the significance of each of its components, it could be a challenging idea for another research in the future. Nevertheless, we prescribe that this competence should be mastered preferably at an expert level (or at an advanced level as a minimum) and it can be measured using the EntreComp Progression Model discussed above.

Technological competence is the last segment of TET. This competence refers to the knowledge and skills used to help the translation process by executing the current translation technologies. It is based on the latest EMT model from 2017, but it has also been referred to in the other presented models, through under different designations: technical competence in ISO 17100:2015, instrumental subcompetence (PACTE 2003), professional instrumental subcompetence (excluding the basic knowledge for exercising the professional practice) suggested by Kelly (2002), as well as technological competence according to EMT 2009. This competence may or may not be part of the translation competence, as it can be considered non-mandatory (at least for certain clients and for some specific translation projects), and does not prevent freelance translators to deliver satisfactory quality. Nevertheless, the increasing number of clients obliging their freelance translators to use CAT tools and other IT applications, as well as MT systems (proved by our case study as well), is highlighting the need for acquisition of this competence. This competence should also be acquired at an advanced level (as a minimum requirement) for all prospective freelance translators aiming at success.

All in all, freelance translators must possess many competences so that they could readily activate some of them when appropriate. In addition, they should know how to juggle with all of these competences, because their profession requires constant interaction between those competences. In other words, freelance translators should embrace a holistic approach.

As seen from the Figure 10 below, translation-related competence is the core and can be compared to a stationary bicycle. However, this competence alone can only be related to good translators, but not to freelance translators. Metaphorically, these translators can ride a bicycle, i.e. they are trained to produce high quality translation. However, they need other skills so that they could start working as professional freelance translators, i.e. they could start moving forward, since their current bicycle is not moving despite the efforts they invest. To make their bicycle move, i.e. to start their freelance translation career, they need to have both translation-related and entrepreneurial competence. We compare it to a human-powered bicycle. At this point, they are ready to start the journey as freelance translators.

Lastly, when freelance translators master the translation tools and application, they can provide faster service with less effort. Therefore, if they combine the previously mentioned two competences with the technological competence (that serves as an accelerator), they could become established, competitive and potentially successful in the market of freelance translators. We compare the set of these three skills (TET) to an electric bicycle. Now freelance translator can feel more comfortable and could move easily and faster.




Translation-related competence (T)	Translation + entrepreneurial competence (TE)	Translation + entrepreneurial + technological competence (TET)
 ²⁶	 ²⁷	 ²⁸

Figure 10. Illustrative presentation of the TET model

3.4 Specialized training

Training plays a crucial role in the process of professional development. Attending seminars, webinars, conferences, powwows, on-demand courses, trainings on marketing skills or on the use of CAT (computer assisted translation) tools constitute some examples of the training translators need to undergo. According to Article 11 of the UNESCO's Nairobi

²⁶ <https://icon-library.net/icon/spin-bike-icon-22.html> Accessed July 2019

²⁷ <https://icon-library.net/icon/free-bike-icon-21.html> Accessed July 2019

²⁸ <https://icons8.com/icon/87675/electric-bike> Accessed July 2019

Recommendation on the Legal Protection of Translators and Translations and the Practical Means to improve the Status of Translators²⁹, “Member States should recognize in principle that translation is an independent discipline requiring an education distinct from exclusively language teaching and that this discipline requires special training.”

Specialized training is offered both within the framework of formal and non-formal education. To classify the different types of specialized training, we are utilizing the International Standard Classification of Education (ISCED) prepared by UNESCO Institute for Statistics (UIS) as a theoretical framework.

According to paragraph 1 of Section 1 of ISCED 2011 (UIS, 2012, p. 6), “The International Standard Classification of Education (ISCED) belongs to the United Nations International Family of Economic and Social Classifications, which are applied in statistics worldwide with the purpose of assembling, compiling and analyzing cross-nationally comparable data.” ISCED serves as a reference classification for organizing education programs and related qualifications by fields and education levels and fields.

ISCED 2011 covers formal and non-formal education programs offered at any phase of an individual’s life. Qualifications recognized by the relevant national education authorities, regardless of how they are obtained (by formal education program or via a non-formal education program or informal learning activity), are used to quantify educational fulfillment. Formal and non-formal education spread an assortment of training programs that are structured inside a national setting (UIS, 2012, p. 6).

3.4.1 Translators’ training within formal education

Formal education is defined in ISCED as “education that is institutionalized, intentional and planned through public organizations and recognized private bodies, and – in their totality – constitute the formal education system of a country” (UIS, 2012, p. 11). Specialized translation is usually taught as a module within BA and MA programs in translation. ProZ.com is providing a list of translation and interpreting schools worldwide, and its number is 901, in 91 countries worldwide.³⁰ Bachelors Portal³¹ is showing only 80 Bachelor degrees

²⁹ http://portal.unesco.org/en/ev.php-URL_ID=13089&URL_DO=DO_TOPIC&URL_SECTION=201.html
Accessed May 2020

³⁰ https://www.proz.com/translator_associations?group_type=is_school Accessed June 2020

in translation and/or interpreting worldwide, whereas Masters Portal³² – 194 different programs in translation and interpreting. Educations.com³³ presents only 65 schools worldwide that offer training in translation and interpreting at different levels (Bachelor, Master and PhD). Furthermore, Betranslated.com³⁴ offers a list of 190 translation and interpreting schools worldwide. Information about the last update of the above mentioned resources is not available. It should be noted that Bachelors and Masters Portals offer list of study programs only, and we do not see the exact number of training schools (as it happens that some schools offer more than one program).

Taking into consideration the provided lists we talked about in the previous paragraph, we can conclude that ProZ.com gives the most-extensive data considering the number of translation and interpreting schools. We are providing information about the number of language and specifically translation and interpreting training for the five countries in which we did the field work (powwows) and contributed with most participants in our research. We can notice that although the ProZ.com list of institutions teaching translation/interpreting is the most extensive one we could found online, it has been updated for some countries, but not for others. Moreover, after having checked thoroughly the lists provided at ProZ.com, a general note on the lists of schools published on ProZ.com is that they include schools for languages studies as well, and not specifically for translation and/or interpreting. Apparently, some of the schools listed do not offer training related to translation and/or interpreting, but only in languages.

According to Pym and his collaborators (2012, p. 59): “In all, there might be some 27 Spanish universities that have specialized translator-training institutions.” On the other hand, ProZ.com shows 54 relevant schools.³⁵ University-level translator training began in 1959 with the Centro Universitario Cluny in Madrid, Universitat Autònoma de Barcelona in 1972 and Universidad Complutense in Madrid in 1974, in Granada in 1979, and in Las Palmas de Gran Canaria in 1988 (Pym et al., 2012, p. 59).

³¹ https://www.bachelorsportal.com/search/#q=di-310lv-bachelor?utm_source=google&utm_medium=cpc&utm_campaign=BP - Generic - Search - TG - BMM&gclid=Cj0KCQjw-b7qBRDPARIsADVbUbWudLsuggkxXzeiEukS2sPY0TWwf7SQmDgYb4_DB8cuuJL0_SwN1BIaAgyFEALw_wcB Accessed June 2020

³² <https://www.mastersportal.com/search/#q=di-310lv-master&order=tuition> Accessed June 2020

³³ <https://www.educations.com/search/translation-interpretation> Accessed June 2020

³⁴ <https://www.betranslated.com/blog/translation-schools/> Accessed May 2020

³⁵ https://www.proz.com/translator_associations?country_code=es&group_type=is_school Accessed May 2020

Furthermore, ProZ.com³⁶ reports 38 translation and interpreting schools, whereas Pym et al. (2012, p. 14) claims that starting with the university-based institutes in Heidelberg (actually from 1930), Germersheim (1947) and Saarbrücken (1948), “...the system has grown to include at least 22 tertiary institutions across Germany, offering a wide range of BA and specialized MA programs.”

As for the schools for translators and interpreters in the Netherlands, there are 11 translation and/or interpreting schools according to ProZ.com³⁷ and eight according to *betranslated.com*.³⁸ Maastricht Translation Academy³⁹ established in 1981, University of Utrecht, and West Netherlands University of Applied Sciences are among the most popular ones.

Moreover, ProZ.com provides a list of 12 universities that offer studies in translation and/or interpreting⁴⁰ in Hungary. University of Budapest and its Department of Translation and Interpreting is the first Hungarian university that started offering specialized training in translation and/or interpreting in 1973.⁴¹ Furthermore, in 1997, the Centre for Interpreter and Translator Training of Budapest University of Technology and Economics⁴², together with the Université Marc Bloch University (now Université de Strasbourg) in France, launched for the first time in Hungary a specialized translator training course where students could study a combination of Hungarian and two foreign languages. Following the accreditation of this training in Hungary in 2009, it has been renamed the International Bilingual Professional Translation Training Course. The structure of the training permits graduate students at any college or university to obtain specialist translator qualifications appropriate to their qualifications, as they prepare their diploma in translations in the field relevant to their qualifications.

Furthermore, in the Republic of Macedonia, there are five universities offering studies in translation and interpreting⁴³ and there is only one school listed in ProZ.com.⁴⁴ Before the

³⁶ https://www.proz.com/translator_associations?country_code=de&group_type=is_school Accessed May 2020

³⁷ https://www.proz.com/translator_associations?country_code=nl&group_type=is_school Accessed May 2020

³⁸ <https://www.betranslated.com/blog/translation-schools/> Accessed May 2020

³⁹ <https://www.zuyd.nl/opleidingen/vertaalacademie> Accessed May 2020

⁴⁰ https://www.proz.com/translator_associations?country_code=hu&group_type=is_school Accessed May 2020

⁴¹ <http://www.elteft.hu/en/about-us> Accessed May 2020

⁴² <http://tfk.bme.hu/kepzeseink/nappali/szakfordito> Accessed May 2020

⁴³ <http://www.mon.gov.mk/index.php/dokumenti/akreditacii> Accessed May 2020

⁴⁴ https://www.proz.com/translator_associations?country_code=mk&group_type=is_school Accessed May 2020

introduction of particular studies in translation and interpreting in 2001 at the oldest and biggest Macedonian university Ss. Cyril and Methodius, by establishing the Department of Translation and Interpreting (as part of the Faculty of Philology), translation was studied at the departments of foreign languages and literature, where students could choose to study for language teachers or translators⁴⁵. Other universities that teach translation and interpreting are the University “Kliment Ohridski” in Bitola, FON in Skopje, “University Goce Delchev” in Shtip, and the South East European University in Tetovo.⁴⁶

Some of the universities that offer Bachelor, Master or PhD studies in translation also offer specialized courses (online or in-person) or postgraduate studies. That is an opportunity for those freelance translators who need to work on their professional development, since they can choose among the numerous different postgraduate courses for specialists/expert in some particular area of specialization.

Worth mentioning, is the recent concept of European Master’s in Translation⁴⁷ and the EMT network already explained in Section 3.2. European Master's in Translation represents a quality label for university Master programs in translation. This quality label is awarded by the Directorate General for Translation to higher education programs that meet agreed professional standards and market demands. EMT is a partnership project established in 2007 between the European Commission and higher education institutions offering Master in Translation. The primary objective of EMT is completely in accordance with the EU needs for advanced education: to improve the quality of translator training in order to upgrade the labor market integration of young language experts. The EMT competence framework is at the centre of the project, explained in detail in Section 3.2. The EMT network of universities actually serves to harmonize the university curricula among members of the network, also beyond the EU, use it as a model for planning their programs.

The main idea behind the EMT project is to improve the status of the whole translation profession in the EU and beyond its borders by preparing highly skilled translators in close

⁴⁵ <https://flf.ukim.edu.mk/en/homepage/> Accessed May 2020

⁴⁶ <http://www.mon.gov.mk/index.php/konkursi> Accessed May 2020

⁴⁷ https://ec.europa.eu/info/resources-partners/european-masters-translation-emt/european-masters-translation-emt-explained_en Accessed June 2020

collaboration with the language industry. In the last selection round in 2019⁴⁸, EMT membership increased to 85 member programs from 23 countries, including two non-EU members (Switzerland and Lebanon). In order to implement the previously mentioned goals, the EMT members hold ordinary network meetings to trade best practices and to cooperate on concrete task with the end goal of developing their curricula and teaching techniques. Furthermore, they have likewise settled close collaboration with the language industry to remain informed about the most recent advancements influencing the translator training (for example, in regards to the CAT tools and technology, traineeship, employers' desires and needs).

3.4.2 Translators' training within non-formal education

Besides the formal education offered at university level, freelance translators can also work on their professional development by way of non-formal education. Non-formal education is education that is institutionalized, intentional and planned by an education provider. The defining feature of non-formal education is that “it is an addition, alternative and/or complement to formal education within the process of lifelong learning of individuals” (UIS, 2012, p. 11). It is frequently provided in order to ensure the privilege of access to education for all. It takes into account individuals of all ages however does not necessarily apply a consistent pathway structure; it may be short in span or potentially low-intensity, and it is ordinarily given as short courses, seminars or workshops. Non-formal education for the most part leads to qualifications that are not recognized as formal or equivalent to formal qualifications by the relevant national or sub-national education authorities or to no qualifications at all (UIS, 2012, p. 11).

Apart from the university curricula, big software companies and translation agencies themselves organize paid or free training related to the use of CAT tools. For instance, SDL Trados offers various trainings via webinars announced directly on its official website. Webinars are regarding simplifying translation project management and business management tasks, the usefulness of CAT tools, beginner's guide to the latest SDL Trados Studio.⁴⁹ memoQ also offers both webinars⁵⁰ regarding the use of this CAT tool, and online

⁴⁸ https://ec.europa.eu/info/resources-partners/european-masters-translation-emt/universities-and-programs-emt-network_en#portugal Accessed June 2020

⁴⁹ <https://www.sdltrados.com/events/webinars/> Accessed June 2020

⁵⁰ <https://www.memoq.com/resources/webinars> Accessed June 2020

training via thorough courses⁵¹ for new memoQ users. Across is another CAT tool that freelance translators can get official training for offered by the manufacturer themselves, i.e. on the official website of the CAT tool. Namely, Across users may choose training module customized for their proficiency level (novice, experienced or expert users)⁵². Furthermore, Wordfast offers live webinars⁵³ related to different features of this particular CAT tool, live online training sessions⁵⁴, and even YouTube videos⁵⁵ on how to master different versions of Wordfast PRO more effectively and to make the most of it. Las but not least, Déjà Vu offers training webinars⁵⁶ and Youtube videos⁵⁷ for beginners and advanced users. What all these CAT tools websites have in common is that they provide most of the webinars, trainings and courses free of charge for all interested freelance translators and for those translators who have purchased license for the CAT tool in question. SDL Trados Studio, Wordfast and Cafetran Espresso users can also obtain training material and certification through ProZ.com.⁵⁸

Non-formal programs are oftentimes coordinated to getting practical knowledge, competences or skills in a concrete context and are accordingly frequently centered less around theoretical learning (UIS, 2012, p. 76). ProZ.com is also entailing a long list of various webinars and training, both free and for a fee. Some of them are: Workshop on SDL Trados Studio 2019 Getting Started Part 1: Translating, SDL Trados Studio 2019 Intermediate, SDL Trados Studio 2019 Getting Started Part2: Working with the Supply Chain and Pre-production, SDL Trados Studio 2019 Advanced, How to get started with CafeTranEspresso – Tips and Tricks for beginners – Level 1, Meeting clients at ProZ.com, How to exchange (import and export) TERMBASE file formats among 5 different CAT tools (SDL Trados Studio 2019 / memoQ / Déjà Vu / Wordfast Pro5 / Cafetran), How to create from scratch a free professional website for Translators – no need to know any difficult HTML, ASP or PHP language, Wordfast-PRO 5 – Level 1 – For Beginners, Medical Devices Translation Life Cycle II: To-Market and Post-Market Regulatory Requirements, Kilgray MemoQ 9 – tips and tricks Level 1 – For Advanced Learners, Starting your Translation

⁵¹ <https://elearning.memoq.com/> Accessed June 2020

⁵² <https://www.across.net/en/services/training> Accessed June 2020

⁵³ https://www.wordfast.com/live_webinars Accessed June 2020

⁵⁴ https://wordfast.net/?go=tra_announce&lang=engb Accessed June 2020

⁵⁵ <https://www.youtube.com/user/WordfastTM> Accessed June 2020

⁵⁶ <https://atril.com/training-webinars/> Accessed June 2020

⁵⁷ <https://www.youtube.com/user/atrilvideo> Accessed June 2020

⁵⁸ <https://www.proz.com/translator-training/format/online-training> Accessed May 2020

Business 2019, Building a Dream Team for Your Freelance Translation Business, Focus on Translation, not Administration: Organize your Freelance Business with TO3000, Translation in Travel and Tourism: Is it really that simple?

These are some of the webinars/trainings offered on ProZ.com.⁵⁹ Trainers are usually other freelance translators who are experts/trainers in the topic in question. The list of training is non-exhaustive. In May 2020 there were 853 courses available on Business of Translation and Interpreting; 464 courses on Software, tools and computing; 280 courses on Translation project skills; 595 courses on Services and specialization. ProZ.com Plus members also enjoy other benefits, such as access to more than 500 videos on various topics related to freelance translation.

Non-formal education can be given by a wide scope of bodies; including educational establishments, private undertakings, public institutions or non-governmental organizations. Sometimes, those equivalent institutions that give formal education may also give non-formal education and training (UIS, 2012, p. 75). For instance, Spanish universities⁶⁰ offer: specialized course in legal translation from English to Spanish (distance learning) and postgraduate program in translation and knowledge society offered by University of Alicante; postgraduate program in audiovisual translation or legal translation offered by Autonomous University of Barcelona, Postgraduate program in audiovisual translation or literary translation, and Diploma of postgraduate studies in terminology and professional needs, offered by University of Pompeu Fabra; University expert in subtitling for hard of hearing and audio description for visually impaired persons, offered by the University of Granada; University expert in legal and sworn translation, offered by University of Alfonso X el Sabio; Specialist in translation for the videogames industry, offered by the University of Vigo; Postgraduate course in translation and interpreting for the community service, offered by the University of La Laguna.

Furthermore, in the Netherlands, West Netherlands University of Applied Sciences offers specialization course for translators / interpreters, whereas Maastricht Translation Academy offers specializations in translation, interpreting, software localization and subtitling.⁶¹

⁵⁹ <https://www.proz.com/translator-training/> Accessed May 2020

⁶⁰ https://www.lexicool.com/courses_spain.asp Accessed June 2020

⁶¹ https://www.lexicool.com/courses_netherlands.asp Accessed June 2020

Apart from the university offer, translators associations also offer specialized courses - VdÜ: The Verband deutschsprachiger Übersetzer literarischer und wissenschaftlicher Werke (Association of German-language Translators of Literary and Scientific Works) “offers its members information, development courses, advice and legal support” (Pym et al., 2012, pp. 42-43). Moreover, other types of institutions include the School of translators in Toledo, Spain that offers Specialized course in translation from Arabic to Spanish;⁶² Spanish Writers Association offers Online courses for training of literary translators and for training of translators of film scripts;⁶³ Akademie für Fremdsprachen GmbH from Berlin offers Diploma in Translation⁶⁴, and so on and so forth.

Therefore, freelance translators can obtain specialized training both through the university programs, but also by attending courses and seminars organized by the translators associations, as well as manufacturers of CAT tools (SDL Trados, memoQ, Across, Wordfast, etc.).

Translation companies also offer free trainings for their translators and they are related to the use of a specific CAT tool preferred by the company, getting started guides on the use of their portals, trainings on quality standards for translation, proofreading and editing, etc. For instance, Lionbridge Technologies, the world’s largest language service provider has 4,000 employees worldwide (Gouadec, 2007, p. 87). Maestro is a TM tool by Lionbridge, and they provide training to their freelance translators for that CAT tool. Other smaller translation agencies also have their preferred CAT tool. For instance, some translation agencies who participated in the survey (their names are confidential and will not be listed) claimed they use their own software, such as Matecat, WebTranslate, TM Tool, Lokalise, etc. These agencies usually offer free training sessions to their freelance translators, and sometimes they have special offers for group buy of that particular CAT tool for their freelance translators, and it is available at a lot lower price than the regular one. One example is the campaigns for translator group buying on ProZ.com.⁶⁵

⁶² <http://blog.uclm.es/escueladetraductores/curso-de-especialista-en-traduccion-arabe-espanol/> Accessed June 2019

⁶³ <https://www.escriitores.org/curso> Accessed June 2020

⁶⁴ https://www.lexicool.com/courses_germany.asp Accessed June 2020

⁶⁵ <https://www.proz.com/tgb> Accessed May 2020

3.5 Networking and cooperation of freelance translators

For the purposes of this research, we are adopting the network organization model made by Julie McDonough (2017, pp. 796-798). According to her categorization, translators network through four different categories of networks: profession-oriented networks, practice-oriented networks, education-oriented networks, and research-oriented networks. Freelance translators, on the other hand, belong to the first two categories: profession-oriented and practice-oriented networks.

Members of the profession-oriented networks are linked by a common interest in promoting translation as a professional activity. Thus, their focus is not on the act of translation, but on events, activities, problems and issues related to the translation profession, such as: promoting professionalism, defending translators' rights and enhancing their status, improving the working conditions of the translators. Some of these networks aim at advancing the recognitions of the profession and enhancing the translators' status, whereas others organize workshops on professional development or conferences (McDonough, 2007, p. 796).

In practice-oriented networks, the common interest of the members is the process of translation-related activities and their performance. Members can also be linked "...by a relationship of business transactions or by exchange of non-material resources, such as discussions about marketing strategies and terminological and technical problems encountered during the translation process" (McDonough, 2007, p. 797). ProZ.com is the largest practice-oriented network, and focus is placed on translation activities, because users/members can outsource and accept translation jobs, can cooperate by helping fellow translators with translation of some terms, meet face to face and evaluate clients. ProZ.com fora topics are usually about terminology exchange, obtaining jobs, issues with CAT tools, discussing experiences with clients/translation agencies, etc.

3.5.1 Translators organizations and associations

As in other professions, there are also numerous professional associations in the field of translation. Professional organizations and associations are profession-oriented networks (McDonough, 2007, p. 796). Professional association is a group of professionals of the same union who share a common interest. The main objective of the associations of translators and

interpreters is to advance the profession in different manners. Generally speaking, their activities are aimed at improving the visibility of the profession, maintaining and/or improving the rights of the professionals, encouraging cooperation among its members and even recognizing the work of some outstanding translators. They organize congresses, contests, talks, courses, seminars, workshops, etc. Professional associations offer plenty of resources and information to their members (Semerikov & Hodkins, 2017, p. 130).

There are many translators associations worldwide. Some of them act at a national level, while others are international. As far as their role is concerned, Pym and his collaborators (2012) indicate that membership of a professional association, union or society “is one of the clearest ways in which a translator can signal professional status” (Pym et al., 2012, p. 33). They further point out that the key factors for constructing the authority of translators association are: the admission criteria, number of members, longevity, specialization, inclusion in wider or parent associations, and sometimes the number and quality of services provided to members and public interventions. As regards the admission criteria, all translators associations included in the survey (Pym et al., 2012), admit new members based on experience and/or academic qualifications.

This survey was conducted in the EU, as well as Canada, Australia, the United States of America, Switzerland, Norway and Turkey. Some of the conclusions of the study are that a few associations, such as the Society of Greek Playwrights, Musicians and Translators that dates from 1894; The Danish Translatorforeningen that dates from 1910; the British Chartered Institute of Linguists that dates from 1910 (although its Diploma in Translation was introduced in 1989) are surprisingly old (Pym et al., 2012, p. 34).

Regarding the size of the translators associations, the Bundesverband der Dolmetscher und Übersetzer (BDÜ), with about 7,000 members, and the American Translators association (ATA), with about 11,000 members in more than 90 countries are the largest one. We should of course clarify that the largest association worldwide field may be the Translators association of China, which claims some 30,000 members (Pym et al., 2012, p. 34).

Besides representing the profession in affairs with governmental and administrative bodies; these associations also have their own publications, and their members enjoy considerable professional standing. In the questionnaire survey conducted by Pym and his collaborators

(2012), the ATA members can attract better clients and receive higher rates), whereas BDÜ members enjoy a strong market value, but academic qualifications are at a slightly higher level than the membership (Pym et al., 2012, p. 35). As the most surprising aspect of their study on the translators associations, they (Pym et al., 2012) indicate the fairly constant creation of new associations.

When assessing the market value of association membership, actually their (Pym et al., 2012) finding is that both academic qualifications and membership in a professional association are important for the status of the translators. They point out the increasing tendency of translators that seek to benefit both from a specialized academic degree and from a membership in a professional association. Joining official bodies for translators might prove beneficial for freelance translators. For instance, their (Pym et al., 2012) analysis of data from the Société Française des Traducteurs shows that association members tend to enjoy higher pay than non-members. The reason behind that is “either because clients recognize the SFT label and are prepared to pay more or because the translators who earn more money are more likely to join the association” (Pym et al., 2012, p. 40).

Associations offer a wide scope of services, and in all cases they satisfy the minimal function of giving their members some additional prestige. In many cases, associations keep up freely available lists of members, thus enabling customers to find translators for some specific translation project. That is one of the reasons why freelance translators might be interested in joining such associations. Nonetheless, the online platforms for translators, such as ProZ.com, TranslatorsCafe, TranslationDirectory, etc. are increasingly taking over this function of the translators associations (Pym et al. 2012, p. 40).

In recent years, there is a tendency for the well-established translators associations to offer more online services and training initiatives (Pym et al., 2012, p. 39). While on the one hand, large associations such as TAC (China), ATA (United States), BDU (Germany), CIOL (United Kingdom) and ITI (United Kingdom) are either straightforwardly engaged in certification processes or can particularly impact public policy in the domain of translator professionalization, and The Federation Internationale des Traducteurs is huge enough and adequately settled to impact the public element of professionalization, various other associations, be that as it may, seem to focus on needs that are more in a roundabout way identified with professionalization: training courses, information exchange, legal advice,

public listings of translators, profession-related surveys, and so on, directed towards more social functions. Simultaneously, new associations have appeared in the more specialized fields of translation, especially sworn/authorized translators, audiovisual or literary translators. In that vein, Pym et al. (2012, p. 85) assumes that notwithstanding the smaller sizes and generally less long stretches of presence of these new associations, they can practice more noteworthy degrees of control and power in their sub-fields. Benefiting from the wide range of services offered by translators associations is yet another motive for freelancers to become members, mostly because of the opportunities for professional development and networking both with fellow translators and clients.

For reference, we are providing below some basic information for the translators associations operating in Germany, Hungary, Netherlands, Spain and Macedonia (the 5 countries with greatest numbers of respondents in our research).

1. There are five associations in Germany, with a total number of 8878 members in 2011 (Pym et al., 2012, p. 136). As for the German freelance translators, they may be members and attend courses, seminars, and conferences organized by the following associations:

VdU: The Verband deutschsprachiger Übersetzer literarischer und wissenschaftlicher Werke (Association of German-language Translators of Literary and Scientific Works) was established in 1954. In 1974, it united with the Verband deutscher Schriftsteller (VS) (Association of German Writers), so its members additionally became members of the writer's association. In 2011 the VdU had more than 1200 members. This association offers its members information, professional development courses, advice and legal support, and is constantly fighting to improve the financial position of translators with respect to publishers.

BDU: The Bundesverband der Dolmetscher und Übersetzer e.V. (the Federation of Interpreters and Translators) was established in 1955 through the unification of the already existing Deutsche Dolmetscherbund (DDB, 1952) in the south and Bund Deutscher Dolmetscher-Verbande (BDDV, 1953) in the north. The BDU is presently an umbrella association involving 14 regional associations. Translators can only be members of these regional associations, but not of BDU. It is a member of the FIT and of national organizations that share common interests with BDU. It is a parliament-registered lobby organization, a significant bulletin (MDU), offers regular courses in further training, legal advice and insurance, publishes a significant bulletin (MDU) and books regarding various aspects of

translation and interpreting. Its regional associations organize seminars, and they have local group meetings and do networking.

ADU Nord: Assoziierte Dolmetscher und Übersetzer in Norddeutschland (Associated Interpreters and Translators in Northern Germany) was established in 1997 from the former regional associations in Hamburg and Schleswig-Holstein. It is partnered with the BDU, however is an independent member of the FIT. It had 348 members in 2011 (FIT). Its services include continued education seminars and advice on financial planning, translation tools, legal matters, tax and marketing (Pym et al., 2012, pp. 42-43).

ATICOM: The Fachverband der Berufsubersetzer und Berufsdolmetscher (Union of Professional Translators and Professional Interpreters) is partnered with the BDU. However, it is an independent member of the FIT. It had 180 members in 2011, and it provides group insurance, discussion groups and legal assistance. There is no year of establishment available neither on its official website⁶⁶ nor in the publication of Pym and his collaborators (2012, p. 132).

VUD: The Verband der Übersetzer und Dolmetscher (Association of Translators and Interpreters) was established in 1990, and is an independent member of the FIT. It had 150 members in 2011. Its offer to its members includes an intranet discussion information bulletin, an intranet discussion forum, job postings and an accessible database of translators and interpreters (Pym et al., 2012, p. 42-44).

2. There are two associations in Hungary, with a total number of 257 members in 2011 (Pym, 2012, p. 137).

The Association of Hungarian Translators and Interpreters (MFTE)⁶⁷ was established in 1989 and it represents the interest of Hungarian translators and interpreters. Its members include “translators, revisers, simultaneous and consecutive translators, representing the top of the profession.”⁶⁸ This translators association likewise intends to help in translation and interpretation activities in order to promote the higher education in this area, by way of conferences and by assisting academic institutions to take part in professional events. In

⁶⁶ <https://aticom.de/> Accessed May 2020

⁶⁷ <https://mfte.hu/hu> Accessed May 2020

⁶⁸ https://www.proz.com/translator_associations/2177 Accessed May 2020

addition, it organizes charitable activities in order to promote its sworn values - education and training, expertise improvement, and knowledge dissemination. It had 97 members in 2011, and there is no information about the current membership status.

Aside from the needed professional qualifications (providing high standard language services), admission criteria include recommendation from two members. Its website provides directory of its members, so that potential clients could search for professionals with the required expertise. Finally yet importantly, the association provides technical logistics to clients, in terms of conference equipment and technical assistance.⁶⁹

The Hungarian Association of Literary Translators (MEGY), as a first organization of this kind in Hungary, was established in 2003 as an interest group. Its first and foremost priority is to provide a forum for exchange of views and information to all stakeholders of the translation market. Furthermore, MEGY endeavors to gain acknowledgment recognition for Hungarian literary translation. Hence, it bolsters the training of translators and battles against the proliferation of low-quality and translations, along these lines improving the moneywise dignity of the profession and “strives for professional and material appreciation of translators and translation literature with its European counterparts”.⁷⁰ MEGY views it as a fundamental necessity that literary translators and publishers make agreements as equal parties. MEGY had 210 members in 2016.⁷¹ MEGY is a member of the Council of European Translators' Associations, CEATL (Conseil Européen des Associations de Traducteurs Littéraires), and it keeps contact with foreign partner organizations.

3. There are four associations in the Netherlands with a total number of 2340 (Pym et al., 2012, p. 133).

With approximately 1,625 members in 2011 (ibid.), the Netherlands Association of Interpreters and Translators⁷² (NGTV) is the biggest professional association of interpreters and translators in the Netherlands. Its members are highly-educated specialists and the association speaks to practically all the world's languages and areas of expertise. Many members are sworn translators and/or interpreters. It was established in 1956, and it has a role of a discussion partner for the industry, government, the judiciary, other professional

⁶⁹ <http://www.lexis.pro/news/europe/translating-from-budapest/> Accessed May 2020

⁷⁰ <http://muforditok.hu> Accessed May 2020

⁷¹ <http://muforditok.hu> Accessed May 2020

⁷² <https://ngtv.nl/en/about-ngtv/> Accessed May 2020

associations and study programs, regarding all matters identifying with the exercise and performance of translators and interpreters.

The NGTV is the foremost translators association in the Netherlands for all translators and interpreters who practice the profession full-time or part-time, freelance or as salaried staff and who meet the quality requirements set by the association. The NGTV came into existence in 2000 as a merger between the Netherlands Association of Translators (NGV, founded on 22 February 1956) and the Netherlands Association of Interpreters and Translators (NVTv), and is a member of the Fédération Internationale des Traducteurs (FIT).

Established in 1998, with 297 members in 2011, SIGV⁷³ is the Dutch association of Court Interpreters and Legal Translators. Its members are the only interpreters and translators in the Netherlands specially trained for this work. According to the official website of the association, “not only have they received training in ‘their’ language, but they have also successfully completed the courses organized by the Stichting Instituut van Gerechtstolken en Vertalers (SIGV).” These courses are approved by the Ministry of Justice.

The object of the Association of SIGV Court Interpreters and Legal Translators is to advance the interests of its members. Its main priority is to promote its members’ services. SIGV participates in various consultative bodies, thus attempting to have an effect on improvements that are significant for court interpreters and legal translators.

The Association of Freelance Professional Translators (VZV) is a network of professional, full-time, freelance translators in the Netherlands. It was established in 1990, with 63 members back in 2011 (Pym et al., 2012, p. 133).

The VZV⁷⁴ offers its members a scope of opportunities to build up their expertise and skills: section meetings and different social educational events, mentoring, networking opportunities, etc. VZV also finances these activities, when possible. The VZV⁷⁵ was

⁷³ www.sigv.nl Accessed May 2020

⁷⁴ <https://www.vzv.info/about-the-vzv/?lang=en> Accessed May 2020

⁷⁵ <https://www.translationdirectory.com/article474.htm> Accessed May 2020

established to protect and promote the interests of full-time professional freelance translators, and it employs strict admission criteria.⁷⁶

The association has full, candidate and associate members. It holds two general meetings a year, and it also has several language sections that meet regularly. Notwithstanding the social perspective, these section meetings are observed to be amazingly valuable as a component in continuing education. The groups meet to examine work, give criticism to one another, trade thoughts and find out about the most recent language-related technological advancements in order to keep their skills and expertise up to standard.

Since January 2005, the VZV has been partnered to the Platform Zelfstandige Ondernemers (PZO), an umbrella organization for associations of self-employed workers. Thus, VZV members can approach information on the relevant legislation and regulations that affect the self-employed workers, unique offers, advice on all parts of maintaining a business, legal assistance, and so forth.

Dutch Association of Writers and Translators (VSenV) was established in 1998, and had 355 members in 2011. Its website⁷⁷ is in Dutch only and we cannot provide any further information.

4. Spain had 12 associations with 2571 members in 2011 (Pym et al., 2012, p. 137).

The number of professional associations in Spain can be an indicator of the healthy status of the profession there. Some of the well-know associations are the Spanish Association of Translators, Proofreaders and Interpreters (ASETRAD), the Audiovisual Translation and Adaptation Association of Spain (ATRAE), the Spanish Professional Association of Translators (APETI).

The first translators association in Spain was the Asociacion Profesional Espanola de Traductores e Interpretes (APETI), established in 1954. There is no information available regarding the number of its members.

⁷⁶ https://www.proz.com/translator_associations/13 Accessed May 2020

⁷⁷ <https://www.vsenv.nl/> Accessed May 2020

APETI's main competitor is ASETRAD (Asociacion española de traductores, correctores e intérpretes (ASETRAD), established in 2003 with 601 members (in 2011, as cited in Pym et al., 2012, p. 59). ASETRAD – Association Española de Traductores, Correctores e Intérpretes⁷⁸ (The Spanish Association of Translators, Copy-editors and Interpreters) was born in 2003 out of the need to protect translation, interpretation and copy-editing professionals. ASETRAD is an active member of FIT and it has organized numerous activities meant to educate and inform its members.

According to the official website of the association, ASETRAD members have the following benefits⁷⁹:

- Advice on all aspects related to the exercise of the profession through the distribution list and the mailbox of the association.
- Legal and fiscal advice through the legal forum.
- Promotion of the relationship with publishers, suppliers and service companies that can offer their members their products in favorable conditions (discounts, promotions and temporary offers).
- Promotion of relations with other similar associations of professionals, both national and foreign, in order to exchange ideas, technical knowledge, resources and any other useful elements for the purposes of the Association.
- Publication of publications of interest to the sector, such as La Linterna del Traductor.
- Organization of courses, seminars, competitions and all kinds of activities for the promotion and improvement of professional practice.
- Preparation and maintenance of a database of professional members for public consultation and other measures to promote direct contact between potential clients and partners.
- Recommendation and maintenance of a deontological code.
- Publication of job offers in the internal stock market.

There are other regional associations such as the Professional Association of Professionals and Interpreters of Catalonia (APTIC), the Galician Association of Translation and Interpreting Professionals (AGPTI), or the Aragonese Association of Translators and Interpreters (ASATI). Moreover, there are associations for translation companies, such as the

⁷⁸ <https://asetrad.org/la-asociacion> Accessed May 2020

⁷⁹ <https://asetrad.org/por-que-y-como-asociarse> Accessed May 2020

National Association of Translation and Interpreting Companies (ANETI), as well as associations for students, such as the Spanish Association of Translators and Interpreters in Training (AETI).

ACEtt – Spanish Literary Translators association⁸⁰ – ACE Translators was established in 1983 with the primary goal of defending the interests and rights, legal, economic or otherwise, of all book translators; a secondary goal is to promote any activities that lead to the improvement of social and professional status of translators. Its members translate to and from 48 languages. There were “almost 600 members”⁸¹ back in 2012. Membership requires the translation of at least two books (or equivalent in texts) to Castilian, Catalan, Basque or Galician and pay a membership fee; those who do not qualify, however, may still submit an application, which will be reviewed nonetheless. We are presenting below a list of their activities published on their official website⁸²:

ACE Translator organizes different activities in different cities, such as talks, dialogues or workshops, which are announce in the news section of the website and in the calendar of activities.

- Congresses and conferences:

El Ojo de Polisemo

Meetings for professional translators

Meetings for new translators

- Book fairs: the association is usually present in the book fairs of Madrid, Malaga and Salamanca, as well as on Sant Jordi Day.
- International Translation Day: every September 30, ACE Translators celebrates the translation day with a talk or conference on the translation of books.
- LIBER: the association usually participates in the International Book Fair, which is held at the beginning of October in the cities of Madrid and Barcelona alternately.
- Encounters with publishers: in Barcelona every year a talk with an editor is organized.
- Reading clubs (translated): ACE Traductores organizes two reading clubs in Madrid and Barcelona in collaboration with libraries in each city.

⁸⁰ <https://ace-traductores.org/> Accessed May 2020

⁸¹ <http://www.lexis.pro/news/europe/defending-the-spanish-literary-translators/> Accessed May 2020

⁸² <https://ace-traductores.org/actividades/que-hacemos/> Accessed May 2020

The list of benefits for their members is as follows⁸³:

- Information
- Legal, tax and labor advice
- Distribution list
- Mentoring program
- Activities
- Translated news
- *Vasos comunicantes* magazine
- Assistance services

This association offers two types of membership: for full members and for pre-members.

5. There is only one translators association in the Republic of Macedonia, and the numbers of members is not publicly available.⁸⁴

Macedonian Association of Translators and Interpreters (MATA), was established in 2010. MATA's mission is to introduce professional standards to the Macedonian market, to work on the professional development of translators and interpreters, and to create a professional image of the translator and interpreter professions among members of the professions, potential clients and the general public. MATA's vision is to turn into a recognized supporter of the interests of translators and interpreters in the Republic of Macedonia. It offers several types of membership – for active members, associate members, students, institutions, companies.

Membership benefits listed on their website⁸⁵ are:

- A statement of professionalism
- Opportunities for professional development
- Access to information regarding the local and global markets, and the trends and developments in the translation industry
- Networking with colleagues of other language combinations
- Discounted fee rates for attendance at MATA events
- Active members may use the logo of MATA for promotional purposes (quality mark)

⁸³ <https://ace-traductores.org/socios/asociarse/> Accessed May 2020

⁸⁴ mata.mk/en/members Accessed May 2020

⁸⁵ <http://mata.mk/> Accessed May 2020

- An opportunity to ensure immediate visibility in the global and the local market, by setting up a short profile on the MATA platform
- A web portal with an exclusive members-only section (soon): exchange of information, discussions, and consultations on terminology and other topics/issues, library, member-initiated projects

3.5.2 Other types of networking: conferences, seminars, fora

As Robinson (2003, p. 25) articulates, it is of great importance to some freelance translators, what translators associations or unions they belong to, what translator conferences they attend, what courses they take, the ways they network with other translators in their region and their language pairs. The above expressed things sometimes help freelancers translate better, and all the more critically, they help them rest easy thinking about being translators by enhancing their professional confidence. Reading about and discussing translation with other fellow translators, talking about problems and discovering solutions related to linguistic issues, client demands, nonpayment issues, taking classes on translation (CAT tools or Legal translation for instance), attending translator conferences, staying aware of technological improvements in the industry, purchasing new software and hardware and learning how to use it — this helps beat their sentiments of isolation and loneliness, and they feel like professionals having similar concerns.

Networking is a very important aspect of the translation profession, because these networks facilitate the professional cooperation among freelance translators (and translators and other language professionals in general). Many freelance translators use the international online networks to exchange ideas and services, to collaborate with other fellow translators, to learn about the new trends in the field, and most importantly – to find new clients.

Freelance translators interact with each other by being members of professional associations (participating at the conferences, seminars, webinars, trainings, online fora, etc.), and also by being members of online translation portals (such as ProZ.com, TranslatorsCafe, Trally, Aquarius, GoTranslators, etc.). They also attend translation conferences (both in-person and virtual) organized by the associations and organizations listed above. For instance, ProZ.com organizes international conferences, and annual virtual conferences to celebrate the International Translation Day. Moreover, they organize powwows (informal gatherings)

where translators can meet and discuss profession related topics. Translators associations (discussed above) also organize numerous activities aimed at both networking and professional development, such as discussion forums, workshops, conferences, professional development courses.

Synthesis

This Chapter comprises five sections. In the first one, we depicted the two categories of translators - freelance translators and salaried translators, and we analyzed the differences in their working conditions. Next, we explored the legal regulation of the profession by making a concise overview of the major documents regulating the translation profession at a global level, and we made an overview of the legal framework for self-employed workers in the EU, and specifically in Germany, Hungary, the Netherlands, Republic of Macedonia and Spain (countries in which we conducted the field part of the research). In the following section, we reviewed the existing models of translation competence, and of entrepreneurship competence, and we proposed TET – the model of freelance translator’s competence. Additionally, we provided an overview of the specialized training (with the formal and non-formal education systems) for professional development of translators that allows freelance translators to acquire the competences of TET. Lastly, we listed the methods for networking and cooperation used by freelance translators (seminars, fora, conferences), and we made an overview of the translators associations, particularly in the five countries referenced above.

CHAPTER FOUR – CASE STUDY: FREELANCE TRANSLATORS AND CLIENTS

The first section of this Chapter gives a detailed overview of the methodology used to conduct the studies of the research, by presenting the studies of this qualitative research and elaborating on all stages in the research process. The second section presents the results obtained from the instruments used as part of the case study and introduces two of the three studies that form part of the case study. The fundamental goal of these two studies is to deliver results that will satisfy the empirical part of the definition of success in freelance translation (the theoretical part being settled in Chapter 2). Besides, a portion of the results obtained in these studies will be applied in the model strategy for success, especially clients' opinions on certain topics treated in the model strategy.

4.1 Methodology

This section provides an overview of the methodology used to conduct the studies of the research. In the first place, we are presenting the studies. Secondly, we are arguing the reasons behind choosing to conduct a qualitative research. Thirdly, we are describing the instruments of the case study. Fourthly, we are depicting the process of sampling of the three cases (freelance translators in general, top-rated freelance translators and clients). Lastly, we are providing information about the data protection, confidentiality and anonymity of the research.

4.1.1 Presentation of the studies of the research

This chapter encompasses a detailed overview of the methodology used to conduct the studies that belong to our case study (explained below). As stated in the introduction of this thesis, our research has the following objectives:

- to define success from the point of view of freelance translators
- to identify the competences of a successful freelance translator
- to create a model strategy for success in the market of freelance translators

To answer the objectives, we conducted three studies:

1. Describing the behavior of top-rated freelance translators and freelance translators in general and comparing the perception of freelance translators and clients
2. Description of the daily activities of freelance translators
3. Describing the profile of a successful freelance translator

The first two studies serve to define success from the point of view of freelance translators, whereas the last one serves to create the model strategy for success in the market of freelance translators. All studies are closely intertwined, and can cover more than one objective, depending on the interpretation of the results. Furthermore, all studies help confirm and complement our suggested model of competences of freelance translators (discussed in Chapter 3).

We are basing our definition of success on the bibliography, on the study about skills and competences of freelance translators (Chapter 2 and 3), and on the results of the case study. The usefulness of these studies for the definition of success is that they complement the theoretically-based concepts of success and help create the final definition of success. In other words, we draft the definition of success both from the theoretical corpus analyzed in Chapters 2 and 3, and from the results of the case study.

The first study serves to confirm the classification between all freelance translators in general and top-rated freelance translators and we are doing that by describing the behavior of these two groups of translators and by identifying the differences in patterns present in the group of top-rated professionals. Furthermore, it serves to compare the perception of freelance translators and clients, since one of the cornerstones of the definition of success is based on the relation between freelance translators and their clients. In other words, our definition highlights the fact that freelance translators' success depends not exclusively on their competences, but also on the relations with their clients. Respondents in these studies were the freelance translators in general, top-rated freelance translators, and clients. The instruments used in this study are questionnaires for both clients and all freelance translators in general, and an e-mail interview for top-rated freelance translators.

To observe the professional aspects of the career in freelance translation, we conducted the second study in which we describe the activities of freelance translator. Respondents in this study were the freelance translators in general and top-rated freelance translators. The instruments we used for this study are a questionnaire as part of a survey for all freelance translators in general and an e-mail interview for the top-rated freelance translators.

Lastly, the third study serves to describe the profile of freelance translators, and help us identify the measures for the strategy for success. Respondents in this study were only the top-rated freelance translators. We used an e-mail interviews and a diary study as instruments for this study. This study is part of Chapter 5 in which we provide our model strategy for success, as it contextually belongs to that Chapter.

4.1.2 Qualitative research approach

Quick social change and the subsequent broadening of life universes are progressively going up against social researchers with new social settings and viewpoints. Thus, research is increasingly compelled to make utilization of inductive methodologies, instead of the traditional deductive methodologies (research questions and hypotheses derived from theoretical models and tested against empirical evidence). Rather than beginning from theories and testing them, “sensitizing concepts” are required for moving toward the social settings to be studied. Nonetheless, in opposition to widespread misconstruing, these concepts are themselves affected by past theoretical knowledge. In any case, here, theories are developed from empirical studies, and knowledge and practice are examined as local knowledge and practices (Geertz, 1983, as cited in Flick, 2009, p. 12). In this context, we are examining the behavior, practices, skills and competences of freelance translators in order to produce a model strategy for success.

Designing methods open to the complexity of a study's subject is additionally an approach to study complex issues with qualitative research. In such cases, the object under investigation is the deciding element for choosing a method and not the other path round. (Flick, 2009, p. 15) In our research, freelance translators and clients as objects under study were the determining factor for choosing the method. The reason behind our decision was that “objects are not reduced to single variables, but represented in their entirety in their everyday context”

(*ibid.*). In this way, the fields of study are not fake circumstances in the lab but rather the everyday life interactions and practices.

At that point, the goal of our research is less to test what is of now known (e.g., theories officially defined in advance), yet to find and build up the new and to develop empirically grounded theories. Additionally, the legitimacy of the study is surveyed with reference to the object under investigation and does not solely pursue abstract theoretical academic criteria of science, as it is the case in quantitative research. On the contrary - qualitative research's focal criteria rely upon whether findings are grounded in empirical material (as in our research) (Flick, 2009, p. 15).

Taking into consideration that we aimed at obtaining empirical evidence for achieving the research objectives, we are therefore conducting qualitative research. According to Ponkinghorne (2005), qualitative research focuses on describing, understanding, and clarifying a human experience and therefore qualitative studies are directed as describing the aspects that make up an idiosyncratic experience rather than determining the most likely, or mean experience, within a group (Ponkinghorne, 2005, as cited in Dornyei, 2007, p. 126).

Qualitative research has an inductive approach to generating novel insights into phenomena that are difficult to quantify (Young & Hren, 2017, p. 1). Our research completely fits this definition, as we are investigating the skills and competences of freelance translators (unlike previous studies where these competences were seen through the prism of translators training, discussed in Section 3.3), and we do not aim at quantifying the obtained data, as the value added is in “generating comprehensive description of processes, mechanisms, or settings” (issues related to the freelance translators’ competences, behavior, everyday life), and “characterizing participant perspectives and experiences” (freelance translators’ real-life experiences related to their job and clients’ perspectives for the profile of the role-model successful freelance translators) (Young & Hren, 2017, p. 2).

The product of our qualitative research is the conceptual model strategy for success in the market of freelance translators. We produced data by help of the case study, or “by what we get participants to do” (Young & Hren, 2017, p. 10) Selection of data is from “existing materials, i.e. we deal with naturally occurring data” (*ibid.*) obtained from the instruments that are part of the case study. Data collected with qualitative research is rich and shallow, as

in qualitative research, preference is given to rich data, and what matters the most is “data serves the purpose of research”. (ibid.) We designed our case study in order to obtain as much data as possible that serve the purpose of our research.

Qualitative research is by default subjective, i.e. researchers and participants bring their own histories, values, assumptions, politics, perspectives into the research and “...any knowledge produced is going to reflect that in some way (even if only minor)” (Young & Hren, 2017, p. 11). Bearing this in mind, our definition of success and the model strategy for success in the market of freelance translators will reflect participants and researcher’s input into the research.

4.1.3 The case study

The process of selection of the research instruments included an in-depth consideration of the appropriateness and feasibility of the available instruments for conducting qualitative research. Our consideration resulted in designing our research by means of a case study.

Flick (2009, p. 134) states that the aim of case studies lies in the precise description or reconstruction of a case. He further explains that the meaning of the term “case” is broadly understood, because the range of subjects of a case analysis is pretty wide: persons, organizations, institutions, social communities (families, for instance). In addition, the case study is “a study of particularities and complexity of a single case” (Stake, 1995, as cited in Dornyei, 2007, p. 152). As Dornyei (2007) indicates, case study research usually combines a variety of data collection methods, and the methodology of the case study comprises “collecting and organizing data in order to maximize our understanding of the unitary character of the social being or object studies” (Dornyei, 2007, p. 152).

Our cases are freelance translators in general, top-rated translators and translation clients. A detailed list of participants included: former translation and foreign languages students, freelancer translators with other education but experts in certain area, professional translators and university professors who work as part-time freelancers on the one hand, and clients on the other hand in order to get a clear image of both the supply and demand side. Our case study is instrumental and helps understand the concept of success in freelance translation, define it and design a strategy for success in the market of freelance translators. As Dornyei

(2007) indicates when elaborating on the purpose of the instrumental case study “...it is designed to provide insights into a wider issue while the actual case is of secondary interest, and it facilitates our understanding of something else” (Dornyei, 2007, p. 152).

Considering the fact that case studies “are not restricted due to an intended comparability and are able to fully use the potential of certain methods” (Flick, 2009, p. 134), the reconstruction of our case study required the following methodological approaches (instruments): survey (paper and online questionnaires), focus groups (powwows⁸⁶), online qualitative research: e-mail interviews, and diary study (activity tracking).

4.1.3.1 Instruments of the case study

Next, we make an overview of the instruments chosen by describing the design of our research chronologically. To answer the objectives of the thesis, we conducted group discussions (focus groups), a survey comprising two questionnaires, an e-mail interview and activity tracking experiment by help of a diary. Questions of the survey and the e-mail interview were designed in order to observe the working practices currently used by the participants, especially by highlighting the importance of their competences and skills. Moreover, questions were aimed at complementing the definition of success provided by the state-of-the-art (Chapter 2), confirming the necessary competences of every freelance translator (in our suggested model of freelance translator’s competence in Chapter 3), and at helping us create a model strategy for success in the market of freelance translators. The fieldwork was done in 2017 whereas the analysis of the collected data was carried out in 2019 and 2020, along with the process of thesis completion.

a) Survey

After we had established the instrument of our qualitative research, we started preparing the questions for the two online questionnaires that are part of the survey. One questionnaire was for the freelance translators in general, and the other for the clients. At the beginning, we carefully analyzed the bibliography used, i.e. we identified and analyzed those parts of the literature that were relevant for obtaining the needed information and we created a list of possible questions for the online questionnaires. Other than that, we also considered the following when creating the questions: a) The comments and pieces of advice provided by

⁸⁶ https://www.proz.com/index.php?sp=event/powwow_board&show_mode=past Accessed August 2017

fellow freelance translators who were informed about this research, but were not able or not willing to participate in it; and b) the observations we did on translators' blogs and fora at ProZ.com, TranslatorsCafe.com, LinkedIn and Facebook translators groups, where we were looking for information related to the competences of the freelance translators.

After we had formulated the list of possible questions that could be part of the two questionnaires, we conducted the process of shortening the list of questions and choosing the most reasonable and relevant questions that could help us come up with answers that should be to the point and serve the purpose of the research. Since we wanted to produce well-thought and relevant questionnaires and an e-mail interview, we took our time to formulate carefully the questions, and they went through several changes until the creation of the final questionnaires and e-mail interview. Questionnaires can be classified both as semi-structured, because they include a combination of yes/no and multiple-response questions, open-ended questions and Likert scales to indicate strength of agreement with a statement. Before we sent the questionnaires, we made a preliminary test with five respondents who volunteered to check whether the questions were clear or could be misinterpreted in some way. Then we eliminated the detected inconsistencies. The survey was conducted partly in-person – by distributing the questionnaire in hard-copy to the participants of the focus groups, and online - with the free online survey and questionnaire tool, Google Forms, a survey tool we found to be comprehensive and user-friendly enough for our study.

1. The questionnaire for all freelance translators in general is a combination of open and closed questions and Likert scales. There are 45 questions in total, and three of them are open. The questionnaire is provided in Annex 3. This questionnaire was distributed both online, sent to the respondents by e-mail including a link to the survey in Google Forms, and in-person (in hard-copy) during the focus groups (powwows). Considering the fact that this case (all freelance translators in general was the largest one – 94 respondents, we were aware that it would be very difficult to guarantee a high response rate if we send them questionnaires with open-ended questions, because they would either be not willing or not motivated to spend much of their free time answering them, because they might see no big internet in it and there was no compensation available.

Questions were divided into 4 groups:

- General questions regarding the language combination(s) they translate, education,

mother tongue, years of experience

- Specific questions regarding their skills and competences: specialization, diversification of services, client hunting, attending translating related events, use of CAT tools, dealing with non-payers, dealing with periods of ‘feast and famine’
- Questions related to their everyday life: work schedule, lifestyle, balance between private and professional life, activities in their spare time, and do they feel happy with being freelance translators
- Questions about how they define success in the area of freelance translation and do they have a specific strategy for success

2. The questionnaire for clients comprises 32 questions with only one open-ended question. The questionnaire is provided in Annex 4. This part of the survey was conducted online, i.e. we sent the questionnaire to the clients by e-mail that included a link to the survey in Google Forms. We took into considerations clients’ busy schedule and we were aware that they would not be willing to fill out long questionnaires and provide descriptive answers, thus we limited the questions to yes/no and multiple response questions.

Most of the questions for the clients were very similar to the questions for all freelance translators in general, but asked in a manner that allowed us to observe clients opinions on the topics of our interest. Namely, they were divided into 3 groups:

- Questions about things that clients appreciate in the freelance translators they cooperate with: diversification of services, specialization, working full-time or part-time, experience, working with CAT tools, asking questions about the project, professional development, attending translation related events, formal education in translation.
- Questions about their working patterns and attitudes: methods for finding translators for a certain project, cooperation with experienced vs. novice freelance translators, methods to cope with translators that miss the deadline
- Questions regarding clients’ view for the importance of the following segments related to the skills and competences of freelance translators and their influence on freelance translators’ success, such as: quality assurance procedures, membership in professional organizations, marketing, management skills, rates, and relevance of social network.

b) Focus groups (powwows)

Focus groups, i.e. group discussions were conducted by organizing powwows (informal meetings for freelance translators) via ProZ.com. We decided to implement this instrument, because focus groups serve to “Explore individual experiences/perceptions/practices in rich detail” (Young & Hren, 2017, p. 20). At the beginning, the sample size was supposed to be moderate. The initial idea was to organize 2 powwows and we counted on attendance of about 20 participants at each of them, as we planned a sample size of 40 freelance translators. According to Morgan (1998, p. 12, as cited in Flick, 2009, p. 261), the explicit use of group interaction is the hallmark of the focus groups, and that interaction results in production of data and insights that would be less accessible without the group interaction. We counted on the interaction of the participants in order to collect additional data that will complement the data collected with the other instruments. As it is well worded by Morgan (*ibid.*), “...the stress is laid on the interactive aspect of data collection.”

Group discussions conducted at the powwows were on topics related to the everyday life of freelance translators, their working routine, potential strategies they apply for development of their career as freelancers, balance between their private and professional life, etc. We took notes of the conversations and we later analyzed that data and extracted those segments that were relevant for the studies we conducted. Initially, we planned to choose five subjects out of those 20 participants for the interview, but we later modified the implementation of this research step, as explained below in this section.

According to Flick (2009), focus groups may be used “as a method on their own or in combination with other methods—surveys, observations, single interviews, and so on.” (Flick, 2009, p. 261) In this vein, part of the powwows was also dedicated to the survey, i.e. participants were filling out the paper questionnaires. Since we could not know the exact number of participants willing to attend the powwows, we also made sure to secure participation by other freelance translators worldwide, and we contacted them by e-mail and asked to fill out the online questionnaires. Therefore, the survey was conducted both in-person and online.

Our first powwow was organized in March 2017, but we started distributing the online questionnaires to those freelance translators who confirmed their availability and interest for

participation in our research one month earlier. Instead of the initial idea of organizing two powwows, in the end the number of organized powwows was 12, and they were held in five countries. The list is as follows: 17 March 2017 in Santiago de Compostela (Spain), 20 March in Vigo (Spain), 3 April 2017 in Debrecen (Hungary), 8 April 2017 in Skopje (Macedonia), 21 April 2017 in Hamburg (Germany), 18 May 2017 in Valladolid (Spain), 23 May 2017 in Madrid (Spain), 2 June 2017 in Corallejo, Fuerteventura (Spain), 7 June 2007 in Las Palmas, Gran Canaria (Spain), 12 June 2007 in San Cristóbal de La Laguna, Tenerife (Spain), 21 June 2007 in Barcelona (Spain), and 20 July 2017 in Amsterdam (The Netherlands), but shockingly, the total number of freelance translators that showed up was only 20. A list of links to the powwows is provided in Annex 6.

As a matter of fact, a total number of 80 translators signed up for the events, but later on most of them either canceled their attendance or never informed us that they were not planning to attend. However, we took advantage of this inconvenience and we did a small voluntary observation to satisfy our curiosity. To that end, we checked the ProZ.com profiles (and CVs where available) of those freelance translators that attended the powwows, and the conclusion we drew that, firstly, the majority of the profiles we analyzed were impeccable – standout, complete, including all the relevant information and updated, showing they were actually real professionals aware that their profiles serve as a business card, with great project records and working experience, and lots of positive feedbacks by clients from all over the world. In that vein, signing up and attending the powwow seemed to be natural for them, because their attitude seems to be always towards fulfilling their obligations and keeping their word. Another part of those who signed up, and did not show up comprised translators who had to cancel their attendance due to an emergency, justifiable reasons or urgent last minute changes of their plan. However, they contacted us to apologize and later on, they filled out the questionnaire online.

Regarding the questionnaires distribution at the powwows, we decided to provide a paper copy to the attendees and asked them to fill them out during the powwow, either before or after the group discussions, because we wanted to ensure the collection of data. Although the very essence of the powwow is to be an informal meeting, we informed the attendees in advance that there would be a working part as well. Thus, they knew what to expect, and by signing up and attending the powwow, they were implicitly confirming their interest in participating in our research. Still, they were never forced to complete the questionnaires, and

all of them did that voluntarily. What is more, they always had the possibility to opt out of this part of the powwow, but none of them made such step. Annex 6 contains part of the invitation text sent in the powwow info section.

Since we addressed the informal nature of the powwows in the previous paragraph, we are supporting our statement by help of Puchta and Potter (2004, as cited in Flick, 2009, p. 218), who indicate that one of the important things in running focus groups is to produce informality in the discussion. Authors (ibid.) underline that moderators of the focus groups “need to create a liberal climate, facilitating members to contribute openly both their experiences and opinions” (Puchta & Potter, 2004, as cited in Flick, 2009, p. 218). On the other hand, the moderator should also maintain the formal tone of the event and prevent chatting with no reference to the topic of the study.

In that context, we also relished the idea of the relaxing and friendly atmosphere and discussion with the fellow translators during the powwow, and we considered asking them to fill out the questionnaires online later, next day for instance, but it seemed risky, because first of all we felt uncomfortable to insist on doing that, secondly we supposed that they might be too busy and would not have time to do it immediately after the powwow, so they could easily forget it, and that implied getting in contact with them several more times simply to ask/friendly remind them to fill the questionnaire out, and last but not least – one of the purposes of the powwows (that were actually named study trip powwows) was to distribute the questionnaires and to listen to the comments of the respondents, to take notes about their comments, and to answer their potential questions while they were filling out the questionnaires. As mentioned above, we administer the online part of survey in the free online survey and questionnaire tool, Google Forms. Later, we copied the responses of the hard copy questionnaires to the Google Forms online questionnaire. It was time consuming, but we considered this methodology safer and more efficient. In fact, we did have very informative, constructive, helpful and inspirational group discussions with the powwow attendees. As mentioned previously, some of the notes we have taken during the powwow will be used in the studies that are part of this Chapter.

Worth mentioning is that we appreciated the logistics support of four close people at four of the powwows, and they assessed the discussions as very interesting and to the point, whereas the debate on our research as lively. Besides being our logistics during the powwow, these

persons also confirmed that attendees were really interested in the subject of the research and were indeed affirmative about the content of the powwow, especially the part related to filling out the questionnaire, and for some of them, it was a useful way to reconsider their working environment (methods, working habits, schedule, etc.). Several freelance translators also admitted they had never thought about some of the concept mentioned in the questionnaire, and thanks to their participation in our case study, they started becoming aware about the above stated points and informed us that they would start implementing them in their everyday professional life. Furthermore, after having held the group discussion, and after having read the responses provided by those powwow participants who already filled out the questionnaires, we understood that powwows were attended by 5 top-rated translators, and invited them to participate in the second part of the research which included e-mail interview and diary study. All of them agreed.

The positive aspect of the low response rate at the powwows was that we had a chance to get to know the respondents closely, develop long high quality discussions (unlike at the crowded powwows, where people naturally group themselves into small “clusters” and start talking on different topics) and even built friendship and professional cooperation. A curiosity to share is about the Spanish-German translator who attended two powwows, one in Hamburg and one in Madrid. Actually, discussions with the people we met at the powwows served as a motivation booster, and helped us reaffirm our effectiveness. Feedback received by the target audience of this PhD thesis was the driving force in the critical part of the research.

c) E-mail interviews

Interviews serve to explore individual experiences/perceptions/practices in rich detail (Young & Hren, 2017, p. 20). For the e-mail interviews, we applied the same question preparation method as for the questionnaires for all freelance translators in general and for the clients. When structuring the design of the e-mail interviews, preferred aspect we considered was that the interview entailed a list of preset questions, which is significant in light of the fact that “it guarantees consistency of treatment across a set of interviews, which allows you to compare people’s answers to questions which you have posed in the same way to everyone” (Drever, 1995, p. 18). This guarantees that there is a proportion of consistency, despite the fact that the participants and other external components are variable. As already mentioned, our initial plan was to interview 5-10 translators randomly chosen from the powwows participants, but

later on, we changed the concept. Namely, we reconsidered our methodology in this regard, and since neither the total number of freelance translators who attended the powwows nor the planned number of interviews were representative. The reasons were that there would be too few subjects, and more importantly, the homogeneity of the case was dubious, i.e. it was not possible to determine whether these subjects are successful professionals, and due to the time restraint, checking their professional background was not an option, thus making this method unreliable.

Instead, we decided to conduct online interviewing, and we did the purposive sampling of the respondents by contacting top-rated ProZ.com freelance translators by e-mail and inviting them to participate in our research. Before providing the details of the whole process regarding the online interviewing, a short digression will be made in order to cultivate theoretically our chosen method of e-mail interview.

As stated before, our qualitative online research included interviewing, bearing in mind that “most forms of interviewing can be adapted and applied to Internet research” (Flick, 2009, p. 283). The same author (*ibid.*) indicates, “online interviews can be analyzed quite easily by coding and categorization, whereas hermeneutic approaches have to be adapted to this sort of data” (Flick, 2009, p. 283). Taking into consideration that our interviewees are spread across the world, Flick (2009, p. 266) points out that organizing face-to-face interviews was not an option, both due to the budget and time constraints. Moreover, Flick (*ibid.*) emphasizes that there may be some people who feel uneasy spontaneously answering a series of questions over an hour or two, thus they may become reluctant to participate in the research. The aforementioned potential issues can be bypassed if the target group of the study can be easily reached online.

Flick (2009, p. 266) indicates that online interviewing can be organized in a synchronous form (in a chat room) or in an asynchronous form (the research sends the questions to the participants and they send their answers back after some time). We opted for the asynchronous form, because it was more pragmatic considering the number of interviewees (35) and the time-consuming process of transcription in the case of a synchronous online interview. In this sense, according to Flick (2009) our methodology of e-mail structured interviews was “closer to the situation of sending out a questionnaire in a survey than to the situation of a semi-structured interview” (Flick, 2009, p. 267). However, since we have

upgraded the list of questions of our structured e-mail interviews twice, and therefore we had intensive interaction with the interviewees (and we also provided clarification of some of the questions on several occasions), we can confirm that our online interview was “a series of e-mail exchanges” (Flick, 2009, p. 267). Moreover, it falls into the category of structured interviews. Dornyei (2007) indicates that in structured interviews the researcher follows “a pre-prepared, elaborate ‘interview schedule/guide’, and such tightly controlled interviews ensure that the interview focuses on the target topic area and that it covers a well-defined domain, which makes the answers comparable across different respondents” (Dornyei, 2007, p. 135).

The e-mail interview for top-rated freelance translators comprises 56 questions in total, out of which there are 20 open-ended questions. A sample of the e-mail interview is provided in Annex 5. Interviews were done online, sent to the respondents by e-mail containing a link to Google Forms (as a practical tool for storing and downloading the results, same as with the questionnaires). We needed to obtain as much descriptive data as possible in order to be able to describe the behavior and working patterns of top-rated translators, and we needed to introduce that many open-ended questions for that purpose. Most of the questions coincide with those of the questionnaire for all freelance translators in general (provided above), and there are 17 more open-ended questions. Therefore, apart from the questions already presented (as part of the questionnaire for all freelance translators in general), top-rated translators were also asked to provide their own definition of success.

The remaining questions were divided into two groups:

- Questions related to the factual everyday work: preparation for a project, customer service procedure, quality assurance policy applied
- Questions related to the entrepreneurial skills and competences in particular: what they consider to be their greatest career success, how do they negotiate with their clients and fight against low rates, what is their marketing strategy, do they work on their professional development, do they find social network visibility to be significant for their success.

d) Diary study

In the end, the final number of top-rated translators who completed the e-mail interview was 35, but not all of them agreed to participate in the diary study. Still, some of those who withdrew from this part of the research sent us a brief overview of their daily routine as professional freelance translators. As regards this particular instrument, Dornyei (2007) speaks in its favor and indicates, “diaries offer the opportunity to investigate social, psychological, and physiological processes within everyday situations” (2007, p. 156). Moreover, as Bolger et al. (2003, as cited in Dornyei, 2007, p. 156) summarize, “asking research participants to keep regular records of certain aspects of their daily lives allows the researcher to capture the particulars of experience in a way that is not possible using other methods.”

To conclude, 35 top-rated translators from 21 countries from all over the world (Bangladesh, Brazil, Canada, Denmark, Germany, Greece, Holland, Hungary, Indonesia, Italy, Japan, Macedonia, Malta, Nepal, Poland, Serbia, Slovenia, Spain, Sweden, USA, Vietnam), participated in this part of the research. All of them completed the e-mail interview, and 24 of them participated in the diary study. A blank template of the diary is provided in Annex 2.

First, we prepared a simple diary layout for the participants in the diary study, i.e. the activity tracking. In our diary study, we opted for the so-called “interval-contingent” design (Dornyei, 2007, p. 127) of diary in which participants need “to report on their experiences at regular, predetermined intervals” (Dornyei, 2007, p. 127). Moreover, our diary study was individual and unstructured, and carried out in a neutral environment (usually at home, because most of the freelancers work at home). Briefly, our diary study consisted of a two-week-long activity tracking, where participants were asked to record their daily activities every 2 hours (for 16 hours per day) during the first week, and to write a short report regarding their daily activities at the end of each day during the second week. In other words, they were asked to stay focused on their job related activities, such as: answering and organizing e-mails, organizing digital and paper documents, marketing of their services, accounting activities, proper translation/ editing/ proofreading, as well as their leisure activities. Apropos, participants were not supposed to specify details, but to simply provide a brief overview of the activities they had completed during the last 2 hours (for the 1st week), and during the day (for the 2nd week).

In terms of its duration, this part of the case study was conducted without any delay, even ahead of schedule. Both phases (e-mail interviewing and activity tracking) were completed in 6 weeks (from the middle of July 2017 until the end of August 2017). Respondents were first interviewed and then they proceeded with the diary study. The diary study was implemented in several batches (from 17 to 31 July 2017, from 24 July to 7 August 2017, from 31 July to 14 August 2017, from 7 to 21 August 2017, from 14 to 28 August 2017, and from 16 to 30 August 2017), depending on the availability of the respondents. Once we received participants' confirmation and we got information about their preferred date to start the activity tracking, they were sent reminders one day before the start of the tracking to re-check their availability. In the end, three of the top-rated freelancers canceled their participation, so 24 (out of 27) participants completed this phase. Those participants canceled their participation contributed by answering additional questions related to their working habits, and typical working day.

Last but not least, all participants of our research were informed that no financial compensation was available, because we did not have any budget at our disposal. According to their comments, they were "happy to contribute to this research for free, bearing in mind its benefits for both novice and existing freelance translators."

4.1.4 Sampling

The main goal of sampling in the qualitative inquiry is to find individuals who can provide "rich and varied insights into the phenomenon under investigation in order to maximize what we can learn, and this goal is best achieved by means of some sort of purposive sampling" (Dornyei, 2007, p. 126). Respondents in our research are divided into freelance translators in general, top-rated freelance translators and clients.

We determined the key informants (individuals who have knowledge of or experience with phenomenon of interest), and we were aware that they should be exemplary "information-rich cases" (Patton, 1990, as cited in Young & Hren, 2017, p. 19).

Since we are conducting a qualitative research, we consider the goal of qualitative researches in general, and that is "breadth, not representativeness" (Young & Hren, 2017, p. 19). We also consider that in qualitative research, sample size depends on the complexity of inquiry

and cannot be clearly determined in advance, but is determined by theoretical saturation (a point at which no new concepts emerge from the data) (ibid.).

Furthermore, top-rated freelance translators were chosen by homogeneous sampling, i.e. we chose “participants from a particular subgroup who share some important experience relevant to our study, as this strategy allow for an in-depth analysis to identify common patterns in a group with similar characteristics” (Dornyei, 2007, p. 127), and by criterion sampling, i.e. “participants who meet some specific predetermined criteria (being top-rated in the ProZ.com directory of freelance translators)” (Dornyei, 2007, p. 128).

Freelance translators and clients, on the other hand, were chosen by typical sampling. In these group we were choosing participants “whose experience is typical with regard to the research focus (they are all working as freelance translators, or they are all working with freelance translators (in the case of the clients))” (Dornyei, 2007, p. 128). As Dornyei claims (2007), this strategy assumes we have a profile of the targeted attributes possessed by an average freelance translator or an average client. One drawback of this sampling is that we cannot generalize from the results, because we cannot claim that all participants have the same experience, but we can still deduct the typical features of the experience (Dornyei, 2007, p. 127).

We also used other sampling strategies, that are called ‘less principled’ by Dornyei (2007, p. 129), such as opportunistic sampling and snowball (or chain) sampling when finding participants for the survey designed for all freelance translators in general.

a) Sampling of all freelance translators in general

This process was long lasting and did not go according to plan at the beginning, because the response rate was very low, at least at the beginning. As we mentioned before, only 50% of those who signed up, showed up at the powwows (20 out of 40). Moreover, many translators agreed to fill out the questionnaire, but it took them a while until they actually did it. Some of them never did it, despite the promise they had made. The data collection process was very much time-consuming and we had to send numerous reminders to the participants asking them to complete the task they agreed to do. The argument that most of them were very busy was taken into account when compiling the questionnaire - not to be too long and to include

mainly multiple-response or yes/no questions and we also set very loose deadlines, but despite all the efforts, we had to remind them countless times. Meanwhile, we started analyzing the already obtained data, i.e. we applied the process called ‘iteration’ that is defined as a “cyclical process of moving back and forth between data collection and analysis” (Dornyei, 2007, p. 136). At times, we had to look for new interested respondents until we reached the so-called saturation, that is “the point when the researcher becomes “empirically confident” that he/she has all the data needed to answer the research question” (Glaser and Strauss, 1967, p. 11, as cited in Dornyei, 2007, p. 127). In that context, since we could not envisage the end date of the phase of data collection, we had to wait patiently, being aware that the process would take much more time than expected. However, the common practice is “to stop adding cases to a study on the basis of a combination of theoretical saturation and pragmatic considerations, such as available time and money” (Eisenhardt, 1989, as cited in Dornyei, 2007, p. 127). Therefore, we decided to close the process when the sample size reached 94 freelance translators.

We engaged all the possible methods we could think of to find that many freelance translators willing to fill out the questionnaire. The feasibility of this method was high and realistic, mainly due to the access to a large number of freelance translators and clients that we have on our disposal. Being a professional member and a moderator of ProZ.com myself proved to be a valuable asset. Moreover, other facts that were of help when searching for potential participants in our study were: our attendance at many of the powwows, conferences, seminars and trainings organized by ProZ.com, pro bono translations we have provided for Translators without Borders, our personal network of a huge number of freelance translators and clients worldwide, our network of university colleagues/alumni from the University of Ss. Cyril and Methodius in Skopje, Macedonia, as well as freelance translators which we cooperate with on a daily basis, freelance translators that we e-meet almost every day on ProZ.com, and so on. Therefore, the goal of reaching the required number of freelance translators willing to participate in the case study was rather objective and we counted on its accomplishment without any unexpected obstacles.

We also sent the questionnaire by e-mail to the fellow translators from Macedonia, Spain, Croatia, Serbia, Slovenia, Bosnia, Greece, USA, Poland, Hungary, etc., then to the former students from the University of Ss. Cyril and Methodius in Skopje, Republic of Macedonia (Faculty of Philology -Department of Translation and Interpreting) who are now working as

freelance translators, and they further diffused the questionnaire to their colleagues – a “snowball (chain) sampling” (Dornyei, 2007, p. 129). Other methods we implemented was by sending e-mails to the users of other freelance translation platforms (TranslationDirectory, TranslatorsCafe, to name but a few), and through LinkedIn and translation related groups on Facebook. In the end, the total number of respondents who completed the questionnaire was 94, meaning that the goal of 40 respondents was overachieved.

All in all, it took us 6 months to collect the data envisaged for this part of the research. The schedule we followed was to distribute the online questionnaires to the respondents from March 2017 until August 2017. Meanwhile, we gave more importance to the in-person focus groups (powwows). Although the number of powwow participants was only 20 (out of 94 participants respondents that participated in the survey), group discussions with local translators from 10 European countries is a value added to our research, thanks to the constructive discussions on topics related our topic.

b) Sampling of the clients

As mentioned above, besides the freelance translators in general, our survey also included clients from all over the world. In this case, sampling (same as for the freelance translators in general), distribution of the relevant questionnaire and data collection process was incredibly fast. Namely, we started sending out the questionnaire in the middle of July 2017 and in less than a week 30 clients from four continents filled it out. All the clients were contacted by e-mail or through the contact forms of their official company websites, and their business nature varied from translation agencies to companies offering linguistic and IT services, medical, pharmaceutical and engineering companies with specific translation departments. All of them were willing to cooperate, and some of them even asked us to send them the results of the research, because they were interested in this model strategy for success in the market of freelance translators. Worth mentioning is that the project managers of several translation agencies could not agree to complete the online questionnaire before receiving approval from their managers/company owners, because they were not sure whether it would comply with their company policies.

c) Sampling of the top-rated freelance translators

We are now underlining the sampling procedure of the top-rated freelance translators. It proved to be the most challenging sampling comparing to the other 2 samplings (for all freelance translators and for clients), as we needed to make sure that we had at our disposal successful professionals able to provide useful answers and contribute greatly to collecting quality and relevant data for this research.

To obtain respondents for the e-mail interview, we searched for freelance translators in the directory of freelance translators at ProZ.com, as the only large “dominant online translator-client portal” (Pym, 2012, p. 119) worldwide where freelance translators and clients meet. Below there is a brief overview of ProZ.com and its features used to categorize its members (freelance translators). This directory of freelance translators and interpreters⁸⁷ is publicly available, and interested parties can access it for free and without any restrictions to search for freelance translators and interpreters according to different criteria: language combination, service type, field of expertise, location, country of residence, and native language being among the main criteria. ProZ.com⁸⁸ has different membership types. Namely, basic users can register for free, and if they want to be listed in the directory of paid members (that by default appear first when searching for freelance translators), then they should consider paying for either Standard membership or Plus membership.

ProZ.com KudoZ points are a significant indicator of the dedication, patience, abilities for research, responsiveness, and quality service and hard-working attitude of the freelance translators who are members of ProZ.com. Bearing in mind that fellow translators pose questions on a daily basis, providing fast and accurate response is crucial. KudoZ points are gained by providing terminology-related help to other fellow translators. Namely, a freelance translator is posing a question regarding some difficult term that he/she cannot find any appropriate solution for in all the resources (both online and offline, bilingual and monolingual, general or technical dictionaries). Other freelance translators are proposing possible solutions to his/her problem, i.e. they are suggesting translation equivalents. The asker is then choosing the most helpful answer, and the answerer is awarding points for his/her effort and help. Thus, “the number of points accumulated signals relative expertise” (Pym, 2012, p. 141).

⁸⁷ <https://www.proz.com/translator-directory/> Accessed June 2020

⁸⁸ <https://go.proz.com/professional-membership> Accessed June 2020

Good community services are also appreciated, and ProZ.com members may therefore gain “BrowniZ” points for services such as answering polls, organizing powwows, introducing new members. In 2011, the directory criteria were supplemented by a system of “ProZ PRO certification”.⁸⁹ ProZ.com members can become certified ProZ translators by:

1. passing an exam assessing their translation ability and assessed by “peers”
2. demonstrating “business reliability”, and
3. indicating “good citizenship” (essentially by adhering to the ProZ.com rules).

According to the information available at ProZ.com official website, translation ability is defined according to the EN15038 quality standard, and apart from that, candidates should prove their academic qualifications (again according to the EN15038 standard). Different methods are used to affirm the “competences” listed in EN 15038, including check of credentials that candidates have earned from associations around the globe. Review process might include sample translations, peer/client review and other information, particularly in language pairs and specializations in which there are no tested credentials available.

Business reliability is assessed “through a combination of peer review, client review and consideration of relevant data from the ProZ.com database.”⁹⁰ There is no reference to some particular officially recognized standard or model in this case.

Namely, in March 2016, we contacted by e-mail around 60 freelance translators, members of ProZ.com, from all over the world who were ranked within top 3 (that we supposed were successful, according to their directory rating at ProZ.com) in numerous language pairs, such as: English to Spanish, Italian, German, Russian, French, Japanese, Chinese, Arabic, Swedish, Norwegian, Danish, Hungarian, Macedonian, Serbian, Croatian, Bulgarian, Greek, and 15 of them were willing to be part of this research. Therefore, it was certain that we could count on a generous sample size, as we initially planned on 5-10 interviewees. Having on our disposal 15 subjects positioned us on the safe side, as it meant low probability to fail even if some of the respondents withdraw from our research. However, when we actually reached the e-mail interview phase of our case study (in June 2017), we faced a major obstacle, as some of these top-rated freelance translators withdrew from the research. Strictly speaking, they

⁸⁹ <https://www.proz.com/pro-tag/info> Accessed June 2020

⁹⁰ *ibid.*

either reconsidered their decision to participate, found the diary study to be too demanding, found another job, or were too busy.

Thus, we had to make another sampling and find new respondents. Since we were under time pressure, and already summer (beginning of July 2017), we were not overly enthusiastic as we naturally expected most of the translators to be on vacation. Nonetheless, we did make a try and we used the ProZ.com directory of translators again. This time, we contacted the top 10 translators in the following language combinations: English into some of the 100 most widely spoken languages in the world including most of the European languages (Albanian, Arabic, Azerbaijani, Basque, Belarusian, Bengali, Bulgarian, Burmese, Catalan, Chinese, Czech, Danish, Dutch, Estonian, Finnish, French, Galician, German, Greek, Gujarati, Hausa, Hebrew, Hindi, Hungarian, Irish, Italian, Japanese, Javanese, Korean, Lahnda, Latvian, Lithuanian, Macedonian, Malayalam, Maltese, Mandarin, Marathi, Modern Norwegian, Pashto, Persian, Polish, Portuguese, Punjabi, Romanian, Russian, Scots, Serbo-Croatian (Serbian, Bosnian, Croatian, Montenegrin), Sindhi, Slovak, Slovenian, Spanish, Swedish, Tamil, Telugu, Thai, Turkish, Urdu, Vietnamese, Vlach, Welsh, and Yoruba). We sent them e-mails and received replies from successful translators all around the world willing to participate in this research, that is to say to be interviewed by e-mail, and conduct activity tracking.

Apart from that, we used an additional sampling method. Namely, we chose five top-rated freelance translators during the powwows by using the so-called “opportunistic sampling” (Dornyei, 2007, p. 129), as we found these freelance translators to be ‘too good to miss’ (Dornyei, 2007, p. 129). We took into consideration the drawback of this method that “such respondents are not always exactly what is needed, yet their selection is in line with the emergent nature of the qualitative inquiry” (Dornyei, 2007, p. 129). Nonetheless, we inspected their portfolio (we checked their ProZ.com rating and the WWA feedback entries received, as well as their CVs where appropriate), and we confirmed that they were eligible to be included in the group of top-rated translators.

While searching for respondents for our research, we contacted the top 10 freelance translators of the ProZ.com directory translating from English into some of the 100 most widely spoken languages in the world including most of the European languages. At the time

of the sampling (June 2017), ProZ.com default directory sorting was determined in by the following criteria (Dotterer, p. 2017):

- Pro KudoZ points in language pair and field
- Pro KudoZ points in language pair
- Whether the service provider marked this field as a “specialty”
- Years of experience
- Whether service provider has verified credentials
- Whether service provider has reported credentials
- Years at ProZ.com

Apart from the default criteria of the site, we also marked the following ones:

- native language
- ProZ.com Certified PRO freelancer
- client feedback

Apart from the methodology we used for locating top-rated professional freelance translators according to their ProZ.com directory rating, we used one more filter when sampling the participants, i.e. we applied a double-check method. Namely, after we had contacted the participants, and the participants had declared their interest to participate in the case study, we applied also the criterion of quality, as we needed to confirm whether these freelance translators indeed provide quality translations and quality service in general, and whether their directory rating is justified. To achieve that goal, we referred to the section of their ProZ.com profiles, called WWA (Willingness to Work Again), that contains feedback from the clients they have worked with. According to the explanation provided at the official website of ProZ.com, translator feedback is a ProZ.com feature that provides translators with a means of requesting, collecting and displaying in their profiles feedback from clients about their “willingness to work again” (“WWA”) with them. Freelance translators who received feedback from their satisfied clients may be better positioned when finding new clients is concerned, justifying higher than average rates, and can help outsources manage risk when finding new translation service providers.

Clients give feedback entries to freelance translators they have worked with, and these feedback entries are quite indicative of the quality of service provided by the freelance translators in question, and especially the quality of their work, both in terms of translation quality and in terms of translation service quality. Worth noting is that feedback entries could

potentially serve as a corpus for analysis of the relevance and value of freelance translators' competence in general, seen from customers' perspective. In other words, corpus of feedback entries can be helpful to investigate which are the competences and skills mostly appreciated by clients of freelance translators. In this research we decided to use the feedback entries for searching information related to quality, because we wanted to investigate whether the ProZ.com directory rating corresponds to quality of the service provided by the freelance translators in question. We checked the feedback entries received made a corpus of the feedback entries received by those top-rated freelance translators who confirmed their willingness to participate in the study. Those without feedback entries were examined through their CVs, information provided on their profiles and list of projects and (repetitive) clients that they have worked for, as a proof of the quality of the service they provide.

4.1.5 Confidentiality and anonymity

We are opening this section by paraphrasing Dornyei (2007, p. 67) that "...the primary principle of research ethics is that no mental or physical harm should come to the respondents as a result of their participation in the investigation." Since the primary mechanisms for protecting participants that are applicable to the quantitative research are incompatible with the "highly relational character" (Dornyei, 2007, p. 67) of the qualitative research, the likelihood for the occurrence of 'ethically relevant moments' is high. Dornyei (2007) also states that respondents' right of privacy should always be respected, because it is a basic ethical principle.

UAM's Comité de ética de investigación⁹¹ stipulates that informed consent ensures that human subjects taking part in research activities do as such in a voluntary way and free of coercion. Besides, participants must be well informed and completely understand how their own data will be dealt with, stored and processed. This document gives priority to the subject's autonomy by enabling the participant to choose openly to which degree they want to contribute to the particular research.

All respondents in our research, both those that attended the powwows, and those who filled out the questionnaire online, and those who completed the e-mail interviews and participated

⁹¹ https://www.uam.es/UAM/comite_de_etica/1446745192735.htm Accessed November 2019

in the diary study were given an informed consent form, which is an integrative part of this academic research.

Those survey/interview responses that do not include any personal data will be retained. However, those that do contain personal data will be kept secure due to the fact that they fall within the terms of the General Data Protection Regulation of the EU and the corresponding laws on personal data protection of the five countries where we organize the powwows: La Ley Orgánica 3/2018 de 5 de diciembre de Protección de Datos Personales y Garantía de los Derechos Digitales, the Macedonian Law on Personal Data Protection, the German Federal Data Protection Act, the Hungarian Act CXII of 2011 on the Right to Informational Self-Determination and Freedom of Information, and the Dutch Personal Data Protection Act.

Those data that allowed a respondent to be identified were kept in a separate place throughout the project and an anonymised code has been used during the analysis of the data and at publication time. Moreover, personal data will be destroyed after a period of time needed for completion of the PhD dissertation, including its defense, and for writing and publication of any academic paper(s) related to this research. Personal data will be kept up to 5 (five) years from the date of their collection and will be guarded by the director of the thesis, prof. Javier Ortiz García, who is the principal investigator of this research.

Generally speaking, the voluntary participation in the case study, that is to say completion of the diary study (activity tracking), survey and interview and the use of the acquired data thereof is further confirmed by agreeing with the terms stipulated in the informed consent. Participants were able to access the informed consent form, read it and decide whether to participate in the research or not when accessing the questionnaires. The Informed Consent Form used for this research was complied in accordance with the applicable regulations of the Comité de Ética de la Investigación de la Universidad Autónoma de Madrid. We opted for obtaining an ‘active’ consent (Dornyei, 2007, p. 70) to ensure that the participants knew their rights, and also to protect ourselves for potential later accusations. To that end, we prepared informed consent forms both in electronic form and in hard-copy and distributed them to the freelance translators who attended the powwows and those who filled out the online questionnaires, and those who participated in the online interviews and activity tracking (diary study), and we asked the participants to sign the informed consent form. Our Inform Consent Form is provided in Annex 1.

The utmost confidentiality of subject data has been provided, because in some stages of the research identifiable information to subjects' responses were collected and linked. The practices that were implemented to increase the level of confidentiality are explained below.

We made sure to store the paper forms that include personally identifiable information related to this research (printouts, hardcopies of the questionnaire, informed consent forms, notes from the focus groups) securely in a locked file cabinet and we treated them as confidential documents. We also keep the confidential data stored on detachable media – an external hard drive - in a locked file cabinet. Moreover, all data were password protected. We have kept the data containing identifiable personal data in a separate external hard disk throughout the project. As far as data destruction is concerned, they will be destroyed no later than 5 years from the date of their collection. Moreover, our research plan does not call for earlier destruction unless specifically asked by the respondents. Meanwhile, we are going to keep the data and store them securely, so that we could produce papers for publication or reports. Upon request, we are also willing to provide de-identified data files to other researchers or to the general public. Therefore, the long-term retention of our research-related personally identifiable data (both in hardcopy and in electronic form), entails secure storage in a locked file cabinet.

Every effort has been made to prevent anyone outside of the research project from connecting subjects with their responses. In other words, only the principal investigator, the researcher or a person appointed by the principal investigator and the researcher could identify the responses of individual subjects. On the other hand, anonymity of the respondents who filled out the questionnaires was guaranteed despite the fact that the research project included collecting identifying information of individual subjects. However, respondents could always opt to stay anonymous, i.e. not to disclose their e-mail address or name.

Personal data from the diary study - activity tracking (which were anonymous, although the majority of the respondents were not against the idea of disclosing their names) has been protected in accordance with the EU Data Protection Directive and La Ley Orgánica 3/2018 de 5 de diciembre de Protección de Datos Personales y Garantía de los Derechos Digitales, due to the fact that this research is made with a Spanish university. As for the bibliography management, references were processed with Mendeley. Survey data are stored in PDF format.

4.2 Results of the survey and the e-mail interviews

	All freelance translators	Clients	Top-rated freelance translators
Focus group: powwows	20 subjects from 10 countries		
Survey: questionnaire	94 subjects* from 21 countries	30 subjects from 20 countries	
E-mail interview			35 subjects from 21 countries
Diary study: activity tracking			24 subjects** from 14 countries

Table 4. Structure of the instruments used during the study and the participants

*74 subjects for the online survey + 20 subjects from the focus group

**These subjects also participated in the e-mail interview

Our findings are grounded on the empirical material we collected through the case study that included the instruments listed in Table 4. There were three cases: freelance translator in general (no information was available at the beginning of the research on whether they were successful or not), top-rated freelance translators and clients. The instruments used are an online qualitative research (survey by means of written questionnaires and e-mail interviews), focus groups, and diary study. Data analysis of the survey conducted by already proven top-rated freelance translators (TRFT) worldwide (35 respondents in total from 20 countries: Slovenia, Serbia, Greece, Brazil, Poland, Indonesia, USA, Germany, Malta, Sweden, Hungary, Spain, Italy, Vietnam, Nepal, Macedonia, the Netherlands, Canada, Bangladesh) and of the global survey answered by those freelance translators we met at the powwows and those that were contacted by e-mail (AFT) (94 freelance translators from 21 countries from all over the world (Argentina, Australia, Austria, Bosnia and Herzegovina, China, Croatia, France, Germany, Hungary, India, Ireland, Italy, Macedonia, Mexico, the Netherlands, Slovenia, South Korea, Spain, Switzerland, USA and Venezuela) resulted in detailed statistics. The abbreviation TRFT stands for the “top-rated freelance translators”, whereas AFT stands for “all freelance translators” (who participated in the survey by filling out a questionnaire).

As far as the clients are concerned, 30 respondents from 20 countries (4 continents) have filled out the questionnaire and provided a valuable feedback regarding their beliefs and attitudes towards the freelance translators working for them / cooperating with them. These are the corresponding countries that their companies operate in: Argentina, Chile, Croatia, Cyprus, Estonia, France, Germany, Greece, Hungary, Israel, Italy, Macedonia, Netherlands, Poland, Russia, Slovenia, Spain, Turkey, UK and USA. Therefore, reference should be made to the global participation that eventually produces a global idea about the clients' preferences and attitudes towards the freelance translators.

The total number of participants in the entire study was 159 and they come from 39 countries overall: Argentina, Australia, Austria, Bangladesh, Bosnia and Herzegovina, Brazil, Canada, Chile, China, Croatia, Cyprus, Estonia, France, Germany, Greece, Hungary, India, Indonesia, Ireland, Israel, Italy, South Korea, Macedonia, Malta, Mexico, Nepal, the Netherlands, Poland, Russia, Serbia, Slovenia, Spain, Sweden, Switzerland, Turkey, UK, USA, Venezuela, and Vietnam.

The questionnaires and the e-mail interview were hosted on the website of Google Forms⁹², the data from which can be gathered and after that downloaded in different formats for analysis. The transmission of data uses SSL (Secure Sockets Layer) to encrypt the data during transport. Upon completion, the data were downloaded in PDF format and in MS Excel CSV format.

The questionnaires and the e-mail interview contain a total of 133 questions (97 of them are unique, and the rest are common for both freelance translators in general and top-rated freelance translators). Answers to yes/no questions and multiple-response questions are presented with quantitative data. As for the open-ended questions and the rich material we obtained from them, considering the number of participants and the number of questions, there was a need to comb thoroughly that material. We therefore carefully coded the obtained material, i.e. categorized the information valuable and relevant for analysis. After that, for analysis of the qualitative data we received as answers to the open-ended questions in the e-mail interview and the survey, we used Hotjar's open-ended question analysis template⁹³ in

⁹² <https://docs.google.com/forms/u/0/> Accessed June 2020

⁹³ <https://www.hotjar.com/blog/analyze-open-ended-questions/> Accessed June 2020

which we copied the CSV files and Textalyser⁹⁴ - online text analysis tool that provides detailed statistics of your textual data.

4.2.1 Studies coming out of the research instruments' results

For the purposes of this research we conducted three studies. Two of them are presented in this Chapter, whereas the last one is presented in Chapter 5. The goal of the studies presented in this Chapter is to complement the theoretically based concept of success, elaborated in Chapter 2, with an empirical one. To that aim, we are analyzing the results obtained from the case study, i.e. from the questionnaires and e-mail interviews. Some of the findings of these studies (in particular clients' perspectives) are also used when creating the model strategy for success in Chapter 5.

Most of the analysis is comparative, as we compare the attitude of top-rated freelance translators with the attitude of freelance translators in general, and in those cases where we have data available, we also compare the attitude of clients on that same issue. As previously mentioned, there are sets of questions that are part of both the questionnaires for AFT and clients, and of the e-mail interviews for TRFT, thus allowing us to analyze the issue in question from all three perspectives. Some of the questions (especially the open-ended ones) were exclusively part of the e-mail interviews, as we consider them to be relevant only for TRFT. Part of the results obtained from the e-mail interviews is going to be analyzed within the first two studies, whereas the other part will be analyzed within the study in Chapter 5 (Study on describing the profile of a successful freelance translator). In this chapter we are also including the results of the diary study.

Most of the analysis and description of the answers to the questions that were posed to all three cases (TRFT, AFT and clients) is done in the second study (Comparing the perception of freelance translators and clients). However, we do categorize some of these “global” questions (present in both questionnaires and the e-mail interview) in the other studies as well, because of their closer connection to the topics treated in those studies. Furthermore, since most of the questions are closely intertwined, we should claim that they only formally belong to the assigned study, although they can fit the other studies as well, and can answer the objectives of the research. For instance, the question “Which of the following are

⁹⁴ <http://textalyser.net> Accessed June 2020

important factors to make translation more valuable in the eyes of your clients?” can fit all four studies, as can provide information regarding the differences in the chosen factors between freelance translators in general and top-rated freelance translators, can give information on clients’ perspective regarding the factors that make translation more valuable in their eyes, and can also be part of the study regarding the daily activities of freelance translators and the profile of a successful freelance translator.

4.2.1.1 Study 1 - Describing the behavior of top-rated freelance translators and freelance translators in general and comparing the perception of freelance translators and clients

The goal of the first study is to provide general idea about the behavior of both successful and freelance translators in general as regards their profession and to observe the segments that will help us establish the definition of success in freelance translation. Furthermore, it compares the views of freelance translators and clients on different topics and analyses the relation between freelance translators and their clients. In other words, we are detecting certain blocks for building up the definition of success in the market of freelance translation and reaffirming the competences of freelance translators. More precisely, we are going to observe the behavior of freelance translators and the standpoints of the clients through the prism of the questions in the table below. Objectives mentioned in the third column of this table are abbreviated as DF (definition of success), CF (competences of freelance translators), and MS (model strategy for success). As seen from the table, some of the questions answer more than one objective. Note should be made that most of the analysis and description of the answers to the questions that were posed to all three cases (TRFT, AFT and clients) is done in this study. However, we do categorize some of these “global” questions (present in both questionnaires and the e-mail interview) in the other studies as well, because of their closer connection to the topics treated in those studies.

<i>Questions for freelance translators⁹⁵</i>	<i>Questions for clients</i>	<i>What this question endeavors to examine and what objective(s) it answers</i>
1. Did you choose your specialization or was your specialization that chose you?	1a. Do you prefer to work with translators who specialize in some field?	Decision to specialize. DS, CF and MS
2. Do you believe that diversification of services can be considered an asset?	2a. Do you appreciate when translators are offering complete service (translation and proofreading, for instance, instead of translation only? and 2b. Do you believe that diversification of services can be considered an asset for the translators that you cooperate with?	Importance of diversification. DS, CF and MS
3. Do you find the CAT tools useful (in regard to the price of the CAT tools vs. clients' requirements ratio)?	3a. Do you prefer to work with translators that use CAT tools?	Significance of the CAT tools. CF and MS
4. Are you a full-time or part-time freelancer?	4a. Do you prefer to work with full-time or part-time freelancers?	Clients' preference for particular working hours and availability of the freelancers. MS
5. Do you have formal education in translation? If you do not have formal education in	5a. Do you prefer to work with translators who have formal education in translation?	Formal education in translation and its importance. CF and

⁹⁵ The first question is for top-rated freelance translators, whereas the second one for all freelance translators in general.

<p>translation, choose one of the following options. If you choose 'Other', please specify.</p> <ul style="list-style-type: none"> - student - freelancers with other education but experts in certain area - language teacher/professor working as a part-time freelancer - bilingual speaker - Other: 		MS
<p>6. Please provide some details regarding your first client hunting? and</p> <p>6a. Which methods have you employed in your own search for direct clients?</p>	<p>6a. What is the most usual way you find translators for your projects?</p>	<p>Different strategies used by freelancers to find new clients supported by methods used by clients to find translators. CF and MS</p>
<p>7. Which of the following are important factors to make translation more valuable in the eyes of your clients?</p>	<p>7a. Which of the following are important factors to make translation more valuable in your eyes?</p>	<p>Significant factors that add value to the translation service seen from the perspectives of freelance translators and clients. CF and MS</p>
<p>8. Are you involved with professional organizations and do you consider them important for your</p>	<p>8a. Do you prefer to work with freelance translators who are involved with professional organizations?</p>	<p>Significance of the professional organizations for gaining a better</p>

<p>success?</p> <p>and</p> <p>8a. Which methods have you employed in your own search for direct clients?⁹⁶</p>		<p>status among the clients (and higher possibility to be hired). DS, CF and MS</p>
<p>9. Do you attend translation related trainings, workshops, courses, powwows, seminars, conferences?</p>	<p>9a. Do you value more translators who attend translation related seminars/conferences? and</p> <p>9b. Do you think that translators who attend translation related trainings, workshops, courses, powwows, seminars, conferences can provide better service?</p>	<p>Significance of networking and professional development for gaining a better status among the clients (and higher possibility to be hired). DS, CF and MS</p>
<p>10. In your opinion, which of the following segments is/are the most important if you are to pursue a successful career as a freelancer? Check all that apply. If you choose 'Other', please specify.</p> <p>Qualifications</p> <p>Marketing</p> <p>Quality assurance procedures</p> <p>Diversification of services</p> <p>Training</p> <p>Rates negotiation</p> <p>Specialization (expertise)</p> <p>Timely delivery of translations</p> <p>Use of CAT tools</p> <p>Fight against non-payers</p>	<p>10a. In your opinion, which of the following segments are important for you when choosing a translator for your project? Check all that apply.</p> <p>Qualifications</p> <p>Good marketing material</p> <p>Reasonable rates</p> <p>Specialization (expertise)</p> <p>Diversification of services</p> <p>Use of CAT tools</p> <p>Relevant experience</p> <p>Other:</p> <p>and</p> <p>10b. Do you apply same application criteria when starting</p>	<p>Most significant segments for success of a freelance translator, seen from the perspective of freelancers and clients. MS</p>

⁹⁶ One answer of this multiple-response question was: Join associations, organizations, etc.

<p>Kind, friendly and yet professional approach in the communication with clients</p> <p>Deadline rearrangement</p> <p>Relevant experience</p> <p>Attitude towards free test translations</p> <p>Other:</p>	<p>cooperation with experienced and novice translators?</p> <p>and</p> <p>10c. Do you apply strict measures toward translators who miss the deadline?</p> <p>and</p> <p>10d. Do you appreciate when translators are asking questions about the project (both from technical and linguistic aspect) and pointing out possible errors in the source files?</p> <p>and</p> <p>10e. On a scale of 1 – 10 with 10 being the most positive, do you think your marketing material speaks your clients' language?</p>	
<p>11. During your work as a freelance translator, have you ever thought of a strategy for success?</p>	<p>11a. Do you think freelance translator should have their strategy for success?</p>	<p>The need for a strategy for success, seen from different perspectives (freelancers vs. clients). MS</p>
<p>12. Which of the following competences and skills would be important for you in terms of being a successful freelance translator?</p> <ul style="list-style-type: none"> - Linguistic competences and skills - Technical competences and 	<p>12a. Which are the competences and skills that freelance translators that you (would like to) cooperate with should consider and possess? Check all that apply.</p> <ul style="list-style-type: none"> - Linguistic competences and 	<p>Significant skills and competences of freelance translators. DS, CF and MS.</p>

skills - Psychological competences and skills - Business competences and skills	skills - Technical competences and skills - Psychological competences and skills - Business competences and skills	
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Table 5. Questions analyzed in Study 1 and their purpose

For this study, we used two questionnaires as part of a survey for all freelance translators in general and clients (a total of 94 freelance translators and 30 clients) and an e-mail interview for the top-rated freelance translators (35 freelance translators).

First of all, we are analyzing the more general questions. We begin with the question posed to freelance translators:

“Did you choose your specialization or was your specialization that chose you?”

50% of AFT chose their specialization, and 50% of them claimed that their specialization(s) chose them, whereas 65.7% of the TRFT did not choose their specialization, but specialization chose them. It can be concluded that freelance translators cannot always expect to specialize in their favorite field. In other words, adaptability as an entrepreneurial skill is crucial for success, and top-rated freelance translators cannot always have the right circumstances, i.e. a perfect match between what they want to translate and what they have to translate.

On the other hand, clients responded to the corresponding question (question 1a of Table 5), and the survey showed that 90% of the clients prefer to work with translators who specialize in some field.

Furthermore, when asked:

“Do you believe that diversification of services can be considered an asset?”

the percentage of AFT who believe that diversification of services can be considered an asset is very high – 93.6%. On the other hand, 85.7% of the TRFT believe that diversification of

services can be considered an asset for success. This conclusion is also supported by the results of the survey for clients. Namely, 80% of the clients said they appreciate when translators are offering complete service (translation plus proofreading, for instance, instead of translation only). What is more, 83.3% of the clients believe that diversification of services can be considered an asset for the translators that they cooperate with (they replied to question 2a and 2b of Table 5).

Usefulness of the CAT tools (in regard to the price of the CAT tools vs. client's requirements ratio) was examined by Question 3 of Table 5. 40% of the TRFT said that they find the CAT tools very useful, for 40% of them CAT tools are useful to some extent, only 8% do not find them useful, whereas 11.4% said that clients had never asked them to use a specific CAT tool. The results of the survey for AFT are similar. Namely, 39.4% of them said that they find them very useful, for 47.9% CAT tools are useful to some extent, only 3.2% do not find them useful, whereas 9.6% of them said that clients had never asked them to use a specific CAT tool. To conclude, the usefulness of the CAT tools is undeniable. The fact that 93.3% of the clients (that answered Question 3a of Table 5) prefer to work with translators that use CAT tools is yet another proof.

We also wanted to examine freelance translators working status (part-time vs. full-time) and we asked them:

“Are you a full-time or part-time freelancer?”

74.3% of the TRFT and 55.3% of AFT who participated in the survey are full-time freelancers. According to the survey, 90% of the clients prefer to work with full-time translators (clients answered question 4a of Table 5). This fact implies that full-time freelance translators have a privileged position in that vein, because clients consider them as more reliable, and more focused on their job. On the other hand, part-time translators usually cannot respond to job offers immediately, because they are too busy with their other job or activity they are doing. One of the reasons, for instance, could be that they cannot be (actively) online while dedicating time on their other activities.

Next, we asked clients:

“Do you prefer to work with translators who have formal education in translation?”

According to the survey, 70% of the clients prefer to work with translators with formal education in translation. However, 20% of the clients do not mind working with translators who do not fulfill this pre-requisite.

In addition, survey showed that clients also believe that having formal education in translation can be an asset and is essential, yet the quality of the translation provided depends on the field, so that specialization is critical as well. They also added that education in translation sometimes does not provide the necessary skills for translation, and only test translation can give the clients the right picture.

Survey's results show that only 28.6% of the TRFT, and 71.3% of AFT have formal education in translation (freelance translators answered Question 5 of Table 5). This can lead us to an absurdous conclusion, that a degree in translation is not a warranty for becoming a TRFT/successful freelance translator. 33.3% of the TRFT and 28.1% of AFT are freelancers with other education but experts in certain area, 12.1% of the TRFT and 28.1% of AFT are language teachers / professors working as part-time freelancers, whereas 21.2% of the TRFT and only 3.1% of AFT are bilingual speakers. AFT's group also included 6.3% of the respondents who were students at the time of the survey.

First client hunting is one of the first steps towards setting up a freelance translation career. To explore this topic, in the e-mail interview that we conducted we asked top-rated freelance translators the following open-ended question:

“Please provide some details regarding your first client hunting.”

Therefore, we could obtain rich data and to search for some specific pattern in order to discover the methods used by the respondents for client hunting, and to observe the behavior of the TRFT in this context. The stories told by the respondents were different, yet what we found out was that the most common methods are sending job quotes on the global internet platform for freelance translators (used by even 85.7% of them), being referred by friends/colleagues and former/current clients (54.3%).

Since the coding data analysis we conducted by using the Hotjar's analysis template and Textalyser did not produce other repetitive schemes practiced by freelance translators, we are

describing below the individual experiences of our respondents, as they complement the concept of client hunting.

For instance, one of the TRFT (2.86%) have never hunted anyone ever, he/she just published their website and took part in some discussions on translation topics. One week later their first customer picked up the phone. Moreover, he/she used to talk about their business to everyone they met.

The following fragments of the responses provided by TRFT provide specific details about their real-life experience in this context:

That was back in 1978, when I was in London, working for the BBC. I sent out a single-page CV, more artistic than rich in detail, to all London translation agencies in the Yellow Pages. I think I was the hunt, it came up so natural...

I applied for a part-time freelance translator job for one of the most remarkable local sites for EEs, I was asked to prepare a sample translation, which was evaluated positively, and that's how it started.

or

An important impetus was a publisher of books on IT who contacted me while working in this field at the University of Delft. Translated a total of 10 books on a part-time basis before becoming a full-time translator.

While yellow mailing and checking and replying to newspaper job adds were the client hunting method of 8.57% of the STF back in 1970 (i.e. before the beginning of the era of internet freelancing), the method in 2004 (used by 22.86% of the TRFT) was writing an e-mail (sending motivation letters and CVs) to translation agencies offering their services. We can observe how technology changed the way of communication, although the base is the same – mailing.

In this context, an individual experience by one (2.86%) of the respondents who were writing e-mails to translation agencies is as follows. He/she placed the CV with some agencies, made test translations, but it was not so effective, although some assignments did occur. Later on, colleagues of the translator recommended this translator to agencies, and the jobs started coming one by one.

8.57% of the respondents started by helping out their friends and colleagues who were not able to accept the project or the project were huge, so the client was looking for several translators to work on it simultaneously.

Sometimes people working in other industries might recommend their freelance translator friends, as in the case of one of the respondents (2.86% of the TRFT) who was asked by a friend working in the head office of a local bank to translate a financial news corner for the local TV, then the bank's annual report, and also some advertising material for the bank's first initial public offering.

Moreover, one of the respondents (2.86% of the total number of TRFT) started working as a full-time in-house translator in a translation company. There he/she acquired most of the knowledge on professional translation and “the first and most important experience”, according to him/her. He/she worked as an in-house translator for 1.5 years, and after that he/she left the company he/she kept working for them as freelance translator. He/she also benefited from many referrals received from them to other clients.

An important fact that should be taken into consideration is that the good will and hope to get the first job assigned were accompanied by fear and uncertainty (as stated by 2.86% of our respondents). Although mentioned by one TRFT (who, naturally was not sure if he/she would make it, but apparently managed to succeed by overcoming them), top-rated fear and uncertainty management is closely related to the psychological, i.e. entrepreneurial skills of freelance translators, thus helping us again prove the undeniable need to possess these skills.

We are complementing the previous question with another similar multiple-response question posed to both freelance translators in general (AFT) and top-rated freelance translators (TRFT):

“Which methods have you employed in your own search for direct clients? Check all methods that have proven to be successful to you. If you have tried other methods not listed here, please also choose 'Other' and specify them.”

After having explored the methods used for client hunting, we investigate the behavior of both categories of freelance translators who participated in our study as regards the search for direct clients in particular.

	TRFT	AFT
Networking	68,9%	86,4%
- joining associations, organizations, etc.		
- Ask for referrals and recommendations, etc.	28.6%	51.1%
- writing articles, books, a blog, etc.	31.4%	44.7%
	17.1%	19.1%
Cold-calling	53.9%	53.7%
- Seek out a mix of general local and specialized businesses	8.6%	19.1%
- Expect a 1% response rate		
- Keep it short, respect client's time	8.6%	23.4%
- Personalize e-mails and do not sound like an essay		
	25.7%	12.8%
	31.4%	22.3%
Sample/mistake fishing	11.4%	9.7%
Newsletter	2.9%	2.1%

Table 6. Methods for searching direct clients

In general, freelance translators have two types of clients: direct and intermediaries. The table above demonstrates that networking is the most popular search method, whereas newsletter is the least popular in both categories of freelance translators (Table 6). There were also certain discrepancies in the percent assigned to the subcategories because of the various interpretations of the multiple-response question. Namely, some of the respondents have not selected the main category of the answer, but only the subcategory/subcategories. We considered those and we adjusted the results accordingly.

Other client hunting methods were listed as well (optionally), and we are providing a short list below. They have been selected by only one freelance translator (per answer), that is by 2.9% of TRFT, and 1.1% of AFT. They are as follows: writing an article regarding translation that is relevant to potential client and send it to them, free test translations for some of the clients offering large volume projects or regular clients, visiting translation sites

and filling out their online application form, responding to related job adds by providing a quote.

In the end, we are quoting the answer of one of the freelancers: "...trade fairs relevant to my clients, although I haven't got many customers there, but I do it to keep up to date and to show in my web page news that I keep in contact with their industry." This is an example that identifies the need for business/entrepreneurial skills when pursuing a freelance translation career. As we can see, the freelancer is attending events that are not (directly) related to his/her job, but are relevant to his/her clients, and he is increasing his/her visibility chances on the spot, and also he/she is explicitly stating the fair (or other event) attendance on his/her webpage, thus potentially attracting new clients.

To have a complete perception of the client-hunting segment, we also consulted clients, and asked them:

"What is the most usual way you find translators for your projects?"

The most usual ways clients (i.e. translation agencies) find translators for their projects are the following: through the existing internal database (77.14%), recommendation (34.3%), through browsing on ProZ.com/Translatorscafe/LinkedIn groups (34.3%), ATA, other professional portals (3.3%). One of the clients stated that main factors to decide are checking experience/references on CV, CAT tools usage, price.

For instance, we asked all three categories (TRFT, AFT and clients) about the important factors that make translation more valuable. Namely, we asked freelance translators:

"Which of the following are important factors to make translation more valuable in the eyes of your clients?"

In addition, we asked clients:

"Which of the following are important factors to make translation more valuable in your eyes?"

When asked about the important factors to make translation more valuable in the eyes of the clients, and which methods they consider important in terms of educating their clients, these are the factors stated by the respondents – both top-rated freelance translators and all freelance translators in general (in order of importance):

	TRFT	AFT	Clients
Punctuality of translation/service delivery is the most important one	97.1%	92.6%	16.7%
Ability to find effective solutions to language problems	82.9%	72.3%	6.7%
Ability to respond to urgent requests	77.1%	69.1%	3.3%
Ability to understand and meet expectations	77.1%	80.9%	26.7%
Response time to requests for quotes / information about the service	74.3%	73.4%	6.7%
Quality / price ratio of the service	65.7%	66%	36.7%
Clarity/transparency of quotes/information	57.1%	67%	3.3%
Providing useful translator's notes	42.9%	39.4%	/

Table 7. Factors that make the translation more valuable

On the other hand, when clients were asked about the important factors to make translation more valuable in their eyes (Table 7), quality/price ratio of the service was chosen by 36.7% of the clients, ability to understand and meet expectations was chosen by 26.7% of the clients, punctuality of translation/service delivery - by 16.7% of the clients, response time to requests for quotes / information about the service, and ability to find effective solutions to language problems - by 6.7% of the clients, whereas clarity/transparency of quotes/information, and ability to respond to urgent requests - by 3.3% of the clients. Surprisingly, none of the clients has selected 'providing useful translator's notes' as an important factor.

We also wanted to examine the opinion of top-rated freelance translators on the importance of membership in professional organizations and whether they owe their success to this particular membership. To that end, we asked them the following question:

“Are you involved with professional organizations and do you consider them important for your success?”

Participants in the survey had different opinions on the importance of being involved with professional organizations. 31.9% of the TRFT responded that they are members of some organization (or of more than one), and 1/3 of them declared membership in ProZ.com. On the other hand, 34.8% of the respondents declared the membership to be important for their success.

Since there are no other common concepts shared by the TRFT, apart from the conclusions presented in the previous paragraph, we are describing below the individual statements of the respondents, as they all contribute towards building a clear picture related to the organization membership and its importance for success as a freelance translator.

One of the respondents (2.9%), who does not have education background in translation/languages/linguistics, but is an expert in other fields, is actually “a member of some engineering and IT societies, but rather due to his/her interest and in order to be well informed about what is going on in these areas.”

Another TRFT (2.9% of the total number of TRFT) believes that linguistic associations are somewhat important, and that he/she participates in LinkedIn topics concerning translation issues. The following are the practices and personal experiences of 2.9% of the TRFT:

- joining ITI after completing an online course, and then sitting for DipTrans which is prestigious and which could be of help regarding the further improvement of one's CV and portfolio;
- being a member of the Chartered Institute of Linguists has proved beneficial to one of the respondents who has actually gained a few clients through the institute;
- membership in the professional organizations is more related to gathering at one place, helping and giving each other advice and having fun at the same time;
- obtaining the important inspiration and networking;

- receiving feedback about the delivered translation in terms of the specialty required, i.e. this particular respondent believe that the most positive aspects of being a member have been related to ongoing training opportunities (online and offline) and professional advice and tips shared via bulletins, Yahoo group conversations, and chat sessions.

Moreover, one respondent (2.9%) is a member of Maltese translation organizations and attends information sessions and training sessions they hold, and “this helps to network a bit”, (according to his/her opinion), but not to gain customers, as most of their clients are foreign. On the other hand, 11.6% of the respondents are affiliated with the Spanish association ASETRAD. One of the aforementioned ASETRAD members claims that he/she is not actively involved in the organization and believes clients may prefer translators that are affiliated with any more or less recognized professional organization. The same respondent states that he/she was previously a member of the German BDÜ, but not anymore, because the fee there is 3 times the fee for the ASETRAD membership. He/she is also a member of the German Linguists Organization (DTT e.V.) because the fee is less than the discount he/she gets on workshops and trainings, and he/she is a member of the German Rating Analysts Association (BdRA). These last comments may lead us to the hypothesis that probably the high membership price is an issue for some of the translators, and that is why they do not consider being members. However, we did not asked our respondents to elaborate on the price-service ration, i.e. whether paying membership is worth it, and may potentially bring more clients, and therefore we cannot confirm our hypothesis. Moreover, we do not know the arguments behind the negative comments on the contribution of the membership to the level of success achieved. What is more, we doubt the validity of the non-affirmative answers of those respondents who have never been members of a professional organization, because they are not giving descriptive evaluation of their experience and their decision not to join some professional organization.

On the other hand, 60% of the clients prefer to work with those freelance translators who are involved with professional organizations. The percentage of clients who value the membership of their translators in professional organizations is almost double than the percentage of those top-rated freelance translators who are members of professional organizations (31.9%). We did not pose this open-ended question to all freelance translators in general, because the goal of the question was to detect whether membership in professional

organizations is a potential asset for success in the market of freelance translators, and we therefore naturally asked only the top-rated freelance translators. However, we were able to check the validity of the results we obtained for this question against the results of the question “Which methods have you employed in your own search for direct clients?” There are no big discrepancies, since according to Table 6, 28.6% of top-rated freelance translators use professional associations, organizations, etc. as a method for searching direct clients. However, even 51.1% of AFT use that method, meaning that a lot more AFT are members of professional organizations (but we cannot say whether they find them beneficial for achieving success as freelancers), thus helping us to conclude that the discrepancy between clients’ opinion and freelance translators’ behavior is actually not big.

Similarly to the previous question, we also wanted to obtain data related to the importance of the professional development for freelance translators’ career and how it is seen from clients’ point of view. Thus, we asked freelance translators:

“Do you attend translation related trainings, workshops, courses, powwows, seminars, conferences?”

66% of AFT attend translation related trainings, workshops, courses, powwows, seminars and conferences. Therefore, attending such events is truly important in their careers. On the other hand, 51.4% of the TRFT attend translation related trainings, workshops, courses, powwows, seminars and conferences. In conclusion, attending such event is important, but not crucial to succeed, according to our survey.

For comparison, we asked clients a corresponding question:

“Do you value more translators who attend translation related seminars/conferences?”
and

“Do you think that translators who attend translation related trainings, workshops, courses, powwows, seminars, conferences can provide better service?”

The results of the survey showed that only 46.7% of the clients value more translators who attend translation related seminars/conferences. In terms of the relation between continuing education and quality of the service, 60.6% of the clients think that translators who attend translation related trainings, workshops, courses, powwows, seminars, conferences can provide better service.

Next, we are exhibiting the outcomes identified with the things picked by the respondents as the most significant for making a successful career as a freelancer. We asked them the following question:

“In your opinion, which of the following segments is/are the most important if you are to pursue a successful career as a freelancer?” (options offered as part of the question are provided in the table below)

Important segments	Top-rated freelance translators (TRFT)	All freelance translators (AFT)
Timely delivery of translations	91.4%	85.1%
Kind, friendly and yet professional approach in the communication with clients	88.6%	76.5%
Specialization (expertise)	82.9%	78.7%
Qualifications	71.4%	66%
Quality assurance procedures	62.9%	46.8%
Relevant experience	62.9%	60.6%
Use of CAT tools	60%	58.5%
Rates negotiation	42.9%	46.8%
Marketing	40%	56.4%
Diversification of services	34.3%	38%
Training	31.4%	45.7%

Table 8. Most important segments for a successful freelance career – classification made by TRFT vs. AFT

As we can see from Table 8, when asked which segments are the most important if they are to pursue a successful career as a freelancer, both TRFT and AFT chose the timely delivery of translations as the most important prerequisite for success. Moreover, other high-rated prerequisites are: kind, friendly and yet professional approach in the communication with clients, specialization, qualifications, relevant experience, and use of CAT tools. TRFT also claim that the following segments are also of importance: fight against non-payers (11.4% of the respondents), love of the profession, efficient work procedures, and collaboration with a colleague (2.9% of the respondents), whereas for the AFT these are the important segments:

deadline rearrangement (18.1% of the respondents), fight against non-payers (17% of the respondents), hands-on experience, excellent writing skills, work-life balance, providing quality, availability, non-stop learning, field knowledge, being proactive, educating clients, helpful attitude towards colleagues, efficient work procedures (1.1% of the respondents). A note should be made regarding the answer of one of the respondents in the group of AFT, in terms of considering diversification as necessity, not an asset: “I do try to diversify (although in practice I don't), but just as a safety net in case the market changes. I don't think that it's useful to be more successful, it's a survival strategy.”

On the other hand, clients were asked Questions 10a and 10b from Table 5.

Important segments	Clients
Relevant experience	86.7%
Qualifications	80.0%
Reasonable rates	76.7%
Specialization (expertise)	73.3%
Diversification of services	16.7%
Good marketing material	3.3%

Table 9. Most important segments for a successful freelance career – classification made by clients

The results of the survey showed that the relevant experience of the freelance translators is the most important segment for clients when they choose a translator (86.7% of the clients chose that segment), but they also hold in high regard qualifications, reasonable rates, and specialization.

The importance of the experience was measured by answering the question of the survey of whether clients apply same application criteria when starting cooperation with experienced and novice translators. 60% of the clients do not apply the same application criteria.

If we compare the answers provided by freelance translators (both groups) and clients, we can conclude that all of them value the relevant experience (thus being an obstacle for the novice freelancers entering the market, because they do not fulfill this condition), qualifications, and specialization.

What is more, clients added other important segments in the “Other” section of the answer. According to their responses, they do not rate the timely delivery as something important (with only 3.3% of the respondents), although when answering other question directly related to the deadline (“Do you apply strict measures toward translators who miss the deadline?”), 76.7% of the clients apply strict measures toward translators who miss the deadline. We suppose that such big discrepancy is a result of not mentioning explicitly the deadline-related item in the multiple-response part of the question. Namely, only one client (3.33% of the total number of respondents) who indicated that timely delivery, i.e. sticking to the deadline is important, actually added it in the “Other” section of the answers. We therefore see it as our oversight, because we assume that clients were busy when answering the questionnaire and they were not willing to provide optional replies, but chose only from the items already written in the multiple-response answer list. However, those 76.7% of the clients who apply strict measures to the freelancers who miss the deadline confirm the importance of the timely delivery.

Moreover, both top-rated and all freelance translators in general gave a huge importance to the kind, friendly and professional approach in the communication with clients, while good communication skills were mentioned as important only by 3.3% of the clients. However, in another question (Question 10d from Table 5), 100% of the clients indicate that they appreciate when translators are asking questions about the project (both from technical and linguistic aspect) and pointing out possible errors in the source files. We are again interpreting this discrepancy in the short multiple-response list in the question designed for clients, and their resistance towards providing long (and optional) answers, while only focusing on the explicitly stated choices.

No doubt, good communication skills and professionalism are of paramount importance for achieving success in the market of freelance translators. As an example, one of the clients (a translation agency) replied:

Since we have operated 25 years in translation market we can say our own opinion about successful freelancers we are working with more than 15-20 years. They must be accurate (meet the deadlines), good in grammar and wording as well in CAT Tools (nowadays technical skills are about 50% of the whole success), broad-minded, they must have systematic thinking and a lot of patience. But first thing - they must love to translate!

Good communication skills and professionalism could be seen as major tools for achieving customer satisfaction. For instance, one of the respondents said he/she "...is going one step further by asking the clients how the whole project went, to provide any feedback and if there is anything else he/she could do to improve the work."

Surprisingly, clients do not value the marketing material of the freelance translators (actually only 3.3% of the clients chose this option, and the option was listed as part of the multiple-response question), whereas 40% of the top-rated freelance translators and 56.4% of all freelance translators indicated that marketing is important for success. In addition, we wanted to investigate the significance of the marketing strategy and its customization to fit the needs of the target-group (clients) and we asked freelancers whether they think their marketing material speaks their clients' language (Question 10e of Table 5) and to rate it on a scale of 1 to 10 with 10 being the most positive, only 8.7% of the TRFT and 13.9% of AFT chose numbers 1, 2, 3 and 4 (i.e. that they do not invest or invest very little time and effort in marketing). To conclude, good marketing material and therefore marketing skills are of big importance for success, although the majority of the TRFT chose number 8 and the majority of AFT chose number 5, i.e. they still believe that the marketing methods they are practicing are not enough, and there is some room for improvement in this sense.

As far as the strategy for success is concerned, 64.9% of AFT have ever thought of a strategy for success, that leads to a conclusion that having a specific strategy is of great importance for the freelance translators. However, only 54.3% of the TRFT have thought of a strategy for success. We consider that the lower percentage on the side of TRFT is a result of their current status of already proven top-rated professionals, so they might not consider the strategy to be of big importance. Still, that does not imply that they do not consider it at all, since more than half of the TRFT have thought about such strategy. It is only that they do not give it priority over other things, and not that they have taken their current success for granted.

According to the results, having a specific strategy is important for success, although not all of them thought of it. Still, according to the survey, 93.3% of the clients think freelance translator should have their strategy for success (clients answered Question 11a of Table 5).

In addition, the results of the survey and the e-mail interview also showed that having a strategy for success is important for those who spend time on marketing, i.e. marketing is a

part of the strategy in this case. Moreover, business competences and skills are selected as important competences for most of the respondents (both TRFT and AFT) who said it is important to have a strategy for success. Therefore, we can build a hypothesis and check its validity by way of a quantitative analysis that we plan to conduct in a future study that might show the correlation between the business competences and skills and the strategy for success, i.e. whether freelance translators with entrepreneurial mind see the strategy for success as valuable asset for success.

In order to research the significance of various competences and skills needed to succeed as a freelance translator, we asked both freelance translators and clients to assess the significance of four types of competences and skills. Namely, we asked freelance translators:

“Which of the following competences and skills would be important for you in terms of being a successful freelance translator?” (a full version of the question is provided under Question 12 of Table 5)

And we asked clients the corresponding Question 12a of Table 5. Note should be taken that the question was prepared before we established our freelance translator’s competence model, and therefore the classification of the competences differs. Nevertheless, we strived toward making a simple question that would be progressively succinct and less uncertain, and we did not ‘burden’ the list of competences and skills with numerous items. For instance, to name all the competences and skills related to producing top-quality translation, we used the term “linguistic competences and skills” rather than referencing translation, bilingual, thematic, research, cultural, strategic, and instrumental subcompetences independently. We are aware that a portion of the previously mentioned competences actually fall outside the scope of linguistic competences (at least in the model of PACTE where there exist extra-linguistic competences), yet when drafting the question, we concentrated on the consequence of the translation process, and that is a high-quality translation that serves the purpose of the person that ordered it. Keeping that in mind, we needed to cover all the competences expected to deliver the final product. We made sure to add an asterisk to the linguistic competences and skills and provide clarification below the question. Nevertheless, we omitted the technical competences and skills, and referenced them as a separate competence, since in a way they can be viewed as optional in the process of producing top-quality translation, yet are winding up increasingly well known and necessary, and freelance translators that master one or

several translation-related software might have the advantage over those that do not use it, particularly on the grounds that an ever increasing number of customers are obliging their translators to process the translation with a particular CAT tool, or to use a QA software. We also simplified the phrasing as far as the two other types of competences and skills are concerned. Thusly, we used the term business competences and skills rather than entrepreneurial ones (and we thought of it as an umbrella term for this question), and we picked the term psychological competences (as used in our model), instead of psychophysiological ones (used by PACTE and Kelly).

	Top-rated freelance translators (TRFT)	All freelance translators (AFT)	Clients
<i>Linguistic competences and skills</i>	97.1%	97.8%	96.7%
<i>Technical competences and skills</i>	88.6%	83%	76.7%
<i>Business competences and skills</i>	65.7%	89.4%	36.7%
<i>Psychological competences and skills</i>	71.4%	70.2%	40%

Table 10. Importance of the competences and skills from the point of view of TRFT, AFT and clients

The results from Table 10 show that all four categories of competences and skills are important for all three cases in our case study. It is worth noting that business and psychological competences and skills have relatively low importance for clients, i.e. clients do not appreciate much these competences and skills when looking for a freelance translator for establishing cooperation. Same as above, TRFT value business skills less than AFT – most probably that they are already established, have a steady flow and regular clients, and they do not see business skills to be of crucial importance.

To conclude, freelance translators and clients answered similar questions that help confirm the potential differences in their points of view and determine the preferences of the clients that might be beneficial for freelance translators on their way to success. In a nutshell: 90% of the clients prefer to work with freelance translators that specialize in some field, and

freelance translators do specialize, although their field of specialization is not always according to their preference (only 34% of TRFT and 50% of AFT chose their field of expertise), but they have to be flexible and adapt to the market needs. Furthermore, both freelance translators and clients unanimously agree that diversification of services and the use of CAT tools are of huge importance. 90% of the clients prefer to work with full-time freelance translators, whereas the percentage of TRFT that work full-time stands at 74%, unlike only 55% of AFT. Thus, specialization, diversification of services and use of CAT tools are of great importance for those who want to succeed as freelance translators.

Clients are in favor of formal education in translation (70% said yes), whereas only 29% of TRFT and 71% of AFT do have it. Thus, formal education is of importance, but is not crucial. As far as finding new clients is concerned, both groups of freelance translators use the same methods, with almost same percentage. The only difference is the networking method used by 69% of TRFT, and 86% of AFT. On the other hands, clients find their freelance translators mostly through their internal database of freelancers, by recommendation from other people (both clients' colleagues and other freelance translators), and by help of translation and other job sites such as ProZ.com, TranslatorsCafe, TranslationDirectory, LinkedIn, etc. Nevertheless, it is not clear how freelance translators' names have reached the clients' database (and how many of these translators were actually found through the translation and other job sites and were recommended by other people), and this could be another idea for a potential study. Therefore, the only method that both top-rated freelance translators and clients share when searching for clients and freelance translators respectively, is through the (translation) job sites.

Punctuality was selected as the most important factor that adds value to the translation by both groups of freelance translators, whereas clients' most important factor is the quality/price ratio. Therefore, freelance translators should consider the quality/price ratio factor as a potential segment to succeed. Furthermore, the percentage of both groups of freelance translators that are members of professional organizations is almost the same (about 30%), whereas 60% of the clients prefer to work with freelancers involved in such organizations. The discrepancy in the attitudes of freelance translators and clients indicate that membership in these organizations may be one of the segments needed to succeed, and those freelancers that are members of such organizations enjoy a more favorable status among the clients, and have therefore higher possibility to be hired. Significance of

networking and professional development was rated almost equally by both freelancers and clients (66% by AFT, 51% by TRFT and 60% by clients), thus making these two segments important elements that could potentially lead to success.

Regarding the important segments to become successful as a freelance translator and increase the chances to be hired by clients, all respondents (freelancers and clients) value the experience, specialization and professional qualifications the most and that should be taken into consideration by those that start a career as a freelance translator and want to succeed. What is more, 93% of the clients believe that freelance translators should have a strategy for success, therefore highlighting the importance and the need for such strategy that is apparently neglected by the freelancers who participated in this study (only 54% of TRFT and 65% of AFT find it necessary).

Last but not least, all freelance translators evaluated the importance of the framework of competences and skills (linguistic, technical, psychological and business) almost equally, and the only difference is that AFT value business skills more than TRFT (89 vs. 66%). Clients, on the other hand, did not value highly business and psychological skills. We do not know the reasons behind their decision, but this topic could be an intriguing one for a potential new study. Our hypothesis that can be validated in another study is that clients have not put themselves in freelance translators' shoes and do not realize the importance of these competences and skills.

4.2.1.2 Study 2 – Description of the daily activities of freelance translators

The objective of the second study is to give general thought regarding the professional aspects related to the career of freelance translators, and to portray their activities both in their professional and private life. Subjects of examination were both freelance translators in general and top-rated freelance translators, and that could enable us identify the potential contrasts in the activity patterns present in these two groups. Observation of these patterns helped us accomplish all three objectives of this thesis: to recognize and affirm the competences and skills of freelancer translators, to define success in the area of freelance translation and to create a model strategy for success in the market of freelance translation. The essential goal of this study was to observe the activities of freelance translators so as it could contribute towards setting up the definition of success in freelance translation. We will

depict these activities of freelance translators by means of the questions in the table below. Objectives referenced in the second column of this table are labeled with the same abbreviations as in the previous study: DF (definition of success), CF (competences of freelance translators), and MS (model strategy for success). As observed from the table, some of the questions answer more than one objective.

Questions for freelance translators⁹⁷

What this question endeavors to examine and what objective(s) it answers

1. Do you believe you have enough clients?	Obtaining and maintaining the desired workload intensity as a factor for professional success. DS, CF and MS
2. Are you the main breadwinner in your family?	Financial status as a measure of professional success. DS and MS
3. In general, do you feel happy about being a freelance translator?	Level of satisfaction from being a freelancer. DS and MS
4. What has been your longest period of “famine”? On a scale of 1 – 10 with 10 being the most positive, how would you describe your overall attitude regarding the famine, i.e. do you manage to retain the positive attitude and stay mentally strong?	Ability to stay motivated and positive when being jobless. CF and MS
5. Do you think your professional life is stressful?	Indication of the level of stress caused by being a freelance translator. CF and MS
6. Do you believe you have good time management skills? ⁹⁸	Importance of being well organized. CF and MS
7. Do you usually make a balance between the private and professional life? In other words, do you believe you spend enough time with your family/friends?	Strategy to draw a line between work and private life. DS, CF and MS
8. Do you maintain a healthy lifestyle (in terms of	To investigate the lifestyle of

⁹⁷ The first question is for top-rated freelance translators, whereas the second one for all freelance translators in general.

⁹⁸ A similar question was posed to clients as well: Do you believe freelance translators should have good time management skills?

healthy diet, exercising, maintaining a satisfactory level of happiness, being mindful, etc.)?	freelance translators. DS and MS
9. Do you manage to have enough time for entertainment (going on vacation/trips, doing sport/hobby, etc.)?	Importance of entertainment to help keep the balance between private and professional life. CF and MS
10. Please state the years of experience that you have as a freelance translator and/or translator in general.	Career longevity. MS
11. Where do you work? Check all that apply. If you choose 'Other', please specify. Check all that apply. At home At the local library In a cafeteria/bar I share office with other freelancers Other	Preferred working environment. MS
12. Since freelance translators' job is a sedentary one, do you manage to avoid physical burnout and find time at least 2-3 a week in your schedule to do strengthening and stretching exercises? If you choose 'Other', please specify.	Importance of physical exercises to prevent burnout. CF and MS
13. Have you considered moving to another country where the standard of living is lower, but still the quality of life is satisfactory?	Attitude on the advantages from having a flexible workplace and living in a “cheaper” country. MS
14. Have you considered moving to another country/registering your company in another country to benefit from the lower taxes?	Attitude on the advantages from having a flexible workplace and possibility to pay less for taxes and social services. MS
15. What is your average weekly working time in general?	Working hours and time dedicated to certain working activities. MS
16a. How many hours per week do you spend on answering and organizing your e-mails? 16c. How many hours per week do you spend on	Working hours and time dedicated to certain working activities. MS

organizing your digital and paper documents? 16d. How many hours per week do you spend on marketing your services? 16e. How many hours per week do you spend on accounting activities? and 16f. How many hours per week do you spend on proper translation (proofreading and editing jobs included)?	
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Table 11. Questions analyzed in Study 2 and their purpose

For this study, we used two questionnaires as part of a survey for all freelance translators in general and clients (a total of 94 freelance translators and 30 clients) and an e-mail interview for the top-rated freelance translators (35 top-rated freelance translators).

	Top-rated freelance translators	All freelance translators in general
Enough clients	77.1%	55.3%
Main breadwinner in the family	74.3%	47.9%
Happy about being a freelancer	100%	85.1%

Table 12. Analysis of the variables: enough clients, main breadwinner in the family and job satisfaction

In this part of the analysis we are investigating the workload of our respondents, their reactions in the periods of no jobs, and the methods they use in terms of having balance between their private and professional life. What is more, we also analyze their lifestyle outside working hours. First, we begin with the question:

“Do you believe you have enough clients?”

Some of the participants in both the survey and the e-mail interview asked for clarification, because they found the term “enough” to be unclear, and thus potentially whole question to be misleading. Therefore, we changed the question accordingly into: “Do you believe you have enough clients? (‘enough’ refers to ‘having a constant work load provided by a stable client base according to your preferences, time-wise, need-wise, profit-wise, ambition-wise, etc.’)” The notion of the term ‘enough’ in our context was used to refer to the ‘constant work load provided by a stable client base’, according to the preferences of the freelancers, be it time-wise, ambition-wise, or even need-wise. In other words, was their preferred schedule full, or they were experiencing “famine” periods, i.e. time spent without translation projects available. Namely, ‘enough clients’ can be related to freelance translators’ ambitions/needs/attitudes, etc. For instance, some freelance translators prefer to work part-time only, and those clients of theirs are enough to meet the time schedule of these freelance translators. Alternatively, ‘enough’ in profit related context, when a freelancer has set a goal to earn some amount, and once he/she accomplishes this goal, is no longer interested in new translation tasks. Therefore, when asked whether they believe they have enough clients, 77.1% of the TRFT said they had enough clients and somewhat over 50% (55.3%) of AFT shared the same opinion.

Next, we are analyzing other segments that are related to the professional life of the freelance translators, and the level of their workload. To that end, we asked both groups of freelance translators (TRFT and AFT):

“Are you the main breadwinner in your family?”

As per the analysis presented in Table 12, we can see that 74.3% of the TRFT and 47.9% of AFT are the main breadwinners in the family. Analysis could be made in a separate study to determine whether being the main breadwinner is a necessity or not, and whether it raises the level of personal satisfaction. What is more, when they were asked:

“In general, do you feel happy about being a freelance translator?”,

a fascinating 100% of the TRFT and 85.1% of AFT feel happy about being freelance translators. The notion of happiness in this context refer to the level of satisfaction, and the level of satisfaction is a measure of the “internally-judged professional success” (Atkinson 2012, p. 65). It is one of the main pre-requisites that helped us classify TRFT as successful

freelancers. In other words, they have both internally-judged and externally-judged professional success, and their profiles match our definition of success (presented in the next section of this chapter).

Our study is qualitative, and we are describing the results received from both the survey and the e-mail interview in order to have a global idea regarding the behavior of the respondents. However, these data can be used as a good material for a quantitative research as well, and it would be interesting to measure statistically the correlation between having enough clients and being a main breadwinner in the family, but also the correlation between being a main breadwinner and feeling happy about being a freelancer.

Taking into consideration the unpredictability of the freelance translation career, the period of famine are common, and probably even the most top-rated freelancers are having such ‘empty’ days when no client is calling. Therefore, freelance translators should be mentally strong, should stay positive, enthusiastic, and keep their motivation high while waiting/or actively searching for the next job. In order to check how our respondents from both categories (TRFT and AFT) cope with the irregular workload, we asked them:

“What has been your longest period of “famine”? On a scale of 1 – 10 with 10 being the most positive, how would you describe your overall attitude regarding the famine, i.e. do you manage to retain the positive attitude and stay mentally strong?”

To clarify, “famine” refers to a period of time without any translation projects. Results showed that the majority of the TRFT chose numbers from 6 to 10, with 37.1% of the TRFT that chose number 10 on the scale. On the other hand, the percentage of those top-rated freelance translators that face difficulties when coping with the famine (that have selected numbers 5, 4, 3, 2 and 1 on the scale) is only 14.4%. However, AFT are a bit less optimistic. Namely, only 14.0% of AFT chose number 10 on the scale, whereas the percentage of those top-rated freelance translators that face difficulties when coping with the famine (have selected numbers 4, 3, 2 and 1 on the scale) is 18.1%. These figures can lead us to a conclusion that top-rated freelance translators are more optimistic, and mentally stronger. We have not made an analysis of their personal psychological profile (and that require a longitudinal study by following their career from the very beginning and detecting the changes in their mindset related to this specific issue) so that we would know the background of their positive thinking and persistence, but we assume that they have gained these soft

skills throughout their career, i.e. these entrepreneurial, i.e. psychological competences and skills are more developed in the TRFT, as a result of long-standing career and broad experience. Another interpretation could be that they started their career when internet freelancing was less popular, therefore the competition was weaker, and they were lucky and/or brave enough to be the pioneers of the internet freelance translation and to be among the first ones who have entered the “vague world of internet freelancing”, as described by one of the participants of the group discussions. Below is a paraphrased version of the story retold at one of our powwows by a freelance translator with already 15 years of experience (at the time of the group discussion, in 2017):

I can describe my beginning as working for a client that you have never met (and most probably you never will!), who lives in another country or even another continent, and is sending you an e-mail at 3 a.m. and calling you in the wee hours of the day to tell you that he/she had sent an e-mail 10 minutes ago and is ordering an urgent translation of a marriage certificate; you are picking up the phone, feeling sleepy and not being aware whether you are dreaming or having a telephone conversation with some phantom who dares to wake you up and not even apologizes; since he/she needs the translation urgently, you turn on your PC, try to connect to the dial-up internet and you see client's e-mail in your inbox, you see that the client also sent you a purchase order along with the file for translation and he/she set the price without consulting you; but it is alright, you are a beginner, you need more translation projects and after all, the suggested rate is not that bad (it is actually much better than the domestic market rates), so you download it and you start working on it right away, you send the translation back to the client one hour later and you go back to bed; it's the beginning of your career, you feel overly enthusiastic and of course you would sacrifice your night sleep when you get the first project of one of your first clients!; several hours later you wake up, smiling and apparently very satisfied, you are retelling your 'burning the midnight oil' event from last '(late) night', and your brother sarcastically say that you are pretty naïve, because you do not know the client and you will never get paid; but, good for you, you had a chance to practice your translation skills.

To conclude, staying positive, optimistic and mentally strong is of crucial importance for success in the market of freelance translators. In other words, having well developed entrepreneurial and above all psychological skills may help freelance translators not only to maintain, but also to improve their current position in the market, by showing that they are capable to cope with the everyday challenged and that they are not feeling unmotivated in those days in which no projects are available.

Question	35 TRFT	94 AFT (20 of them participated in the focus groups)
Do you think your professional life is stressful?	54.3%	66%
Do you believe you have good time management skills?	65.7%	58.5%
Do you usually make a balance between the private and professional life? In other words, do you believe you spend enough time with your family/friends?	77.1%	67%
Do you maintain a healthy lifestyle (in terms of healthy diet, exercising, maintaining a satisfactory level of happiness, being mindful, etc.)?	88.6%	79.8%
Do you manage to have enough time for entertainment (going on vacation/trips, doing sport/hobby, etc.)?	88.6%	68.1%

Table 13. Answers to the questions related the lifestyle of TRFT and AFT

Periods of famine might cause stress, but also life of the freelance translators in general can be very stressful (they answered Question 5 of Table 11). This was also confirmed by the survey and the e-mail interviews. As seen from Table 13 above, 54.3% of the TRFT and 66% of AFT think that their professional life is stressful. Below we are presenting answers by two of the AFT that were indicative of the stressful life they have:

I teach English in one school of foreign languages after work and it's killing me. I usually arrive at 9 p.m. at home and then, the translation is waiting for me. I am exhausted and I don't have time to do anything; and

I have to specify that when I am really busy with work, I find less time for myself, sometimes not even a minute, and that makes me feel very bad and anxious. I enjoy swimming, occasionally running, but also reading, sunbathing and spending time close to the ocean, spending quality time with my cats and my partner, and movies. I also enjoy travelling and going to Berlin or back to Tenerife when possible.

Therefore, coping with stressful situations, such as: working against short deadlines, chasing late payments, getting no projects offers for a while, resolving hardware or software issues, getting too many project offers at once, marketing/finding new clients, starting with a new CAT tool or other software, administrative tasks, negotiating with new clients, etc. might be a crucial skill for those who want to be/become successful freelance translators.

Since we have not done any research specifically oriented towards the methods used by freelance translators for coping with their stress, we are instead describing the results related to the possible methods they use to cope with the stress. To that end, we asked them several questions related to their lifestyle and their time management skills.

When discussing the professional stress during the focus groups, participants mentioned different reasons that may cause stress in their professional life, such as: uncertainty in case of no jobs; confusion and panicking when accepting too many projects without being aware of the possible issues that may arise while working and that may cause delay, and that delay could affect the timely delivery of other projects as well; feeling frustrated because of staying at home all day long and working on “an urgent project for a regular client, so client’s expectations should be fulfilled, even if it means working 20 hours per day! (even during the weekends)”, and not being able to join their family and/or friends who are meanwhile enjoying themselves somewhere, etc. What is more, all of the participants agreed that they have experienced situations like the ones mentioned above, at least at the beginning of their career. Naturally, our discussion (with open-ended questions) led to the indispensable need of good time management to avoid situations like the aforementioned one.

Apart from asking freelance translators: “Do you believe you have good time management skills?”, we also asked clients: “Do you believe freelance translators should have good time

management skills?” Almost 100% (96.7% to be more precise) of the clients believe that freelance translators should have good time management skills, but the situation is a bit different as far as the freelance translators are concerned. That is to say, 65.7% of the TRFT and 58.5% of AFT believe they have good time management skills. Therefore, time management is definitely indispensable for all freelance translators who want to be successful.

In this vein, we consider conducting another study in the future where a quantitative analysis could help discover whether there is a possible correlation between the stressful professional life and good time management skills. Another segment related to the time management skills is making balance between the private and professional life. Therefore, we asked our respondents:

“Do you usually make a balance between the private and professional life? In other words, do you believe you spend enough time with your family/friends?”

77.1% of the TRFT and 67% of AFT can usually make a balance between their private and professional life, and they spend enough time with their family/friends, which proves that most of the freelance translators are able to maintain this balance.

Furthermore, another segment related to the lifestyle is maintaining healthy lifestyle. To that end, we asked our respondents:

“Do you maintain a healthy lifestyle (in terms of healthy diet, exercising, maintaining a satisfactory level of happiness, being mindful, etc.)?”

Namely, 88.6% of the TRFT maintain a healthy lifestyle, in terms of healthy diet, exercising, maintaining a satisfactory level of happiness, being mindful, etc. Besides, we also asked:

“Do you manage to have enough time for entertainment (going on vacation/trips, doing sport/hobby, etc.)?”

The same number of TRFT (88.6%) have enough time for entertainment (‘enough’ here is used as in the case regarding having ‘enough clients’ that is already explained above). A detailed list of these entertainment activities is provided below. On the other hand, the number of all freelance translators in general who are maintaining a healthy lifestyle is also

pretty big – 79.8% of the respondents, whereas only 68.1% of AFT (significantly lower number comparing to the TRFT) claimed to have enough time for entertainment.

Below is the non-exhaustive list of corresponding entertaining activities stated by the respondents: painting, gardening, breaks to go out during day and working more at night, going to spa every weekend from autumn to spring, music, electronics/coding, playing PS4 games, family trips, motorbike tours, reading, church activities, singing in a choir, visits to theater and cinema, (extensive cross-country) walks with the dog, vacations, going out, swimming, attending conferences, writing, cooking, dog walking, running errands, free weekends for walking/hiking/biking, cultural visits, keeping 3 weeks free in summer, spring and Christmas holidays season with the children, holidays abroad twice a year, living abroad for 6 months, watching films, gym, language learning, traveling, concerts, cinema, vacation, weekend escapes, doing sports (cross-country skiing, sailing, doing yoga, fitness, cardio workout, hiking, trekking, diving, volleyball, cycling, ski-rolling, doing pilates and zumba, exercising, running, evening activities, movies, seeing friends, spending time with friends and family, attending cultural events, learning to play guitar, dancing classes, gardening, camping, reading, playing music, attending concerts, going to the beach, playing piano, family time, neighborhood association, attending a book club, visiting the library, dancing, tai chi, paddling, theatre, city walks, handicrafts, painting, cultural and social events, airsoft games, window shopping, visiting cafeterias, listening to classical music, attending concerts and exhibitions.

Trying to discover whether the career of freelance translators is a long lasting one and one can rely on in the long term, we asked freelance translator Question 10 of Table 11. After that, we analyzed the years of experience of the respondents. The average time being active as translators and/or freelance translators reported by the respondents (both top-rated freelance translators and all freelance translators in general) is currently 20 years (calculations up to and including September 2017, as most probably some of the respondent may have been retired by now), showing that this career can be a long lasting one.

We should consider the fact that some of the respondents have had other parallel careers meanwhile, such as: working in foreign trade, which involved translation on a daily basis, (language) teaching, translating literature, doing pro-bono translations for NGOs, tourism related jobs, etc.

When talking about freelance translators' working place (Question 11 of Table 11), almost all of the TRFT work at home (91.4% of the respondents), whereas working at home is typical to 73.4 of AFT. The rest of them work in a cafeteria/bar, at the local library, share the office with other freelancers, or have another job, but do the freelancing at home.

Considering the fact that freelance translators' job is a sedentary one, avoiding physical burnout and finding time at least 2-3 times a week in the schedule to do strengthening and stretching exercises is of crucial importance. In order to discover if the freelance translators who participated in this study manage to prevent the physical burnout from happening, we asked them Question 12 of Table 11. Results showed that 67% of the TRFT manage to avoid physical burnout, whereas 16% of them do not manage to find time. Moreover, only 37.1% of AFT manage to avoid physical burnout and find time, and 22.9% of them actually suffer from a physical burnout. Other ways both TRFT and AFT employ when coping with the physical burnout are: swimming, gym, zumba or tango, doing sports, rest exercises, practicing yoga, hiking, cleaning, going out at night, cross-training with another translator on the phone, biking every second day, participation in some mass event games every month, motorbike riding, exercising with the dog twice a day, not accepting more work than they can comfortably handle, eating low-carb, high-fat food and staying healthy, walking the dog and doing yoga, walking a bit every day and making sure to move a bit every hour, going for a long morning walk almost daily, doing sports, hiking, cleaning, going out at night. Therefore, it can be concluded that all of them have different daily schedule. Still, what they all have in common is that their professional and their private life overlap.

The survey conducted for AFT showed that the average weekly working time varies from 6 to 98 hours. The average working hours according to the survey is 32 hours per week. We obtained this information by asking the AFT group of respondents questions 15-15f from Table 11. Results showed that AFT spend 6 hours per week on average on answering and organizing your e-mails, and 3.6 hours per week on organizing your digital and paper documents. Moreover, they spend 2.2 hours on average weekly on marketing their services. And last but not least, AFT spend 28 hours on average on proper translation (proofreading and editing jobs included). Data regarding the working time of TRFT and particulars about their extra-curricular activities are provided in the third study, in which we describe the profile of top-rated freelance translators.

Another interesting issue is moving to another country where the standard of living is lower, but still the quality of life is satisfactory (Question 13 of Table 11). Freelance translators, thanks to the flexibility they may have in terms of the workplace, may choose to move to another country to benefit from the cheaper life, more favorable living conditions (nature, climate, pollution, security, etc.) As a matter of fact, 11 out of 20 freelance translators that attended our powwows (focus groups), were nationals of other countries living in the countries where we conducted the powwows. According to the survey, only 22.9% of the TRFT and 43.6% of AFT considered it. The very same number of STF (22.9%) and 28.7% of AFT have considered moving to another country or registering their company in another country to benefit from the lower taxes (Question 14 of Table 11).

In the end, we provide a brief summary of the results presented above. In conclusion, the difference between TRFT and AFT in terms of having enough clients is rather significant (77% vs. 55%), and the same applies to being the main family breadwinner (74% vs. 48%). Furthermore, 100% of TRFT feel happy about being freelancers (unlike 85% of AFT). Moreover, staying motivated and maintaining the positive attitude and persistence are very important segments for achieving success, and our study showed that TRFT cope better with the periods of famine than AFT (37% vs. 14% that stay mentally strong and positive). In that vein, freelance translation career is less stressful for TRFT than for AFT (54% vs. 66%). 66% of TRFT believe they have good time management skills, and almost the same percentage of AFT (59%) shares this attitude. On the other hand, 100% of the clients claim that freelance translators should have good time management skills. As regards the balance between the professional and private life, 77% of TRFT and 67% of AFT declared they find such balance. Neither there is a big difference in the lifestyle of both groups of freelance translators, since 89% of TRFT and 80% of AFT stated they maintain a healthy lifestyle. However, those AFT that manage to have time for entertainment are a lot less than TRFT (68% vs. 89%). Moreover, 67% of TRFT and only 37% of AFT manage to avoid physical burnout, thus presenting a big gap in this respect. Next, 91% of TRFT work at home, unlike 73% of AFT. And last but not least, only 23% of TRFT have considered using the advantages from having a flexible workplace and living in a country with lower taxes and social services, and lower standard of living unlike even 43% of AFT.

This summary points out the skills and competences that prevail in the group of TRFT regarding the obtaining and maintaining the desired workload intensity by having enough

clients, attaining financial and personal satisfaction, retaining optimism and perseverance, being able to cope with the stress and possessing good organizational and time management skills by finding a balance between professional and private life and dedicating proper amount of time and energy to the extracurricular activities that help maintain the healthy and fulfilled lifestyle. At the same time it confirms the significance of these skills and competences to achieve success as a freelance translator. In addition, this summary also contributes towards the definition of success and the building of the model strategy for success.

Synthesis

In the first section of this Chapter we explained the methodology used to implement the studies that form part of the case study. Our qualitative research was conducted by means of a case study comprising the following instruments: survey (questionnaires), focus groups (powwows), e-mail interview and diary study. These instruments were described in detail, and we additionally described the sampling methods used. In the end of the section we provided information related the confidentiality and anonymity components of this research. In the second section we presented part of the results obtained from the research instruments, and we explained the findings of two (out of total of three) studies that constitute the case study. Each of the studies ends with a summary of the findings related to the behavior of top-rated freelance translators and freelance translators in general and differences in the perception of freelance translators and clients, and the description of the daily activities of freelance translators.

CHAPTER FIVE – A MODEL STRATEGY FOR SUCCESS IN THE MARKET OF FREELANCE TRANSLATORS

This Chapter comprises the third pillar of this thesis – the model strategy for success. Its first section deals with the analysis of the results obtained from the e-mail interview and help us draw conclusions concerning the different patterns for success used by top-rated freelance translators. The aforementioned results are analyzed from the perspective of the profile of a top-rated freelance translator, by implicitly referring to the set of skills and competences of TET, which is the main pre-requisite for every prospective freelance translator who wants to succeed. Besides, at certain points we include an appropriate analysis of the results obtained from the survey for clients, in order to benefit from the comprehensive pieces of prescriptive advice given from both top-rated freelance translators and clients that help us design the model strategy for success. The second section of this Chapter gives the final answer to the first objective of this thesis, i.e. it establishes the definition of success in freelance translation. The last section presents the model strategy for success. This model strategy is blending the best skills, competences and practices (of the top-rated participants in this research) that lead to success in the market of freelance translators and could serve as a valuable literature/manual for future freelance translators, and for BA and MA students in translation willing to make a freelance translation career.

5.1 Study 3 - Describing the profile of a top-rated freelance translator

In this section, we are conducting our last study related exclusively to the top-rated freelance translators. Namely, we are presenting the analysis of the most relevant questions from the e-mail interviews, and we also describing some important segments, which are worth mentioning, but no detailed analysis is needed for the purposes of creation of the model strategy for success. Moreover, we will use the main conclusions of this section as a base for the model strategy, which will be presented in the following section.

The profile of the top-rated freelance translator is analyzed through the following prisms: their decision to become freelancers, their established relation with the clients, how they prepare themselves for the translation projects, checking/validation procedures and quality

assurance policy that they use, their marketing strategy and attitude on social networks and personal branding, how they made a name in the translation industry, their methods of continuous learning to stay up-to-date with market demands, how they fight against low rates, and how they balance between their professional and private life.

Respondents in this study were only the top-rated freelance translators. We used an e-mail interview that was answered by 35 respondents, and a diary study conducted with 24 of those 35 abovementioned respondents. Note should be taken that only the last part of this analysis, i.e. the part related to the non-word activities of freelance translators, reflects the results from the diary study.

The above stated items are investigated by help of the questions in the table below. Objectives referenced in the second column of this table use the same abbreviations as in the tables dedicated to the studies in Chapter 4: DF (definition of success), CF (competences of freelance translators), and MS (model strategy for success). As we can observe from the table, some of the questions help answer more than one objective, yet in this study we are concentrating on its primary objective – creation of a model strategy for success in the market of freelance translators.

<i>Questions for freelance translators</i>	<i>What this question endeavors to examine and what objective(s) it answers</i>
1. Why did you choose to go freelance rather than working as an in-house translator?	Reasons for becoming a freelancer. CF and MS
2. Do you measure customer satisfaction? If so, how?	Evaluation of client's perception in terms of the quality of service provided by the freelancer. DS and MS
3. Please explain how you prepare yourself for a translation project.	Pre-translation steps. CF and MS
4. Describe your customer service procedure.	Detailed explanation of the working relation between the freelancer and the client(s). DS, CF and MS
5. Describe the checking/validation	Description of the procedure to deliver top-

procedure you use to ensure your customers receive quality materials/service?	quality service. CF and MS
6. What is your quality assurance policy?	Same as before.
7. Are you registered or do you contemplate being registered to any of the ISO standards?	Quality assurance by way of official standardization. MS
8. How do you market your professional services?	Marketing strategy used. CF and MS
9. Do you believe social networks and personal branding are significant for your current position?⁹⁹	Same as above.
10. How did you make your name in the translation industry?	Methods to become established as a freelance translator. CF and MS
11. Describe how you keep your capabilities up-to-date related to language, field(s) of expertise and translation tools (i.e. training programs, association memberships, certifications, continuous education, etc.)	Professional development. CF and MS
12. How do you fight against low rates resulting from the globalization of rates, but also from supply of services offered by unqualified translators?	Methods to negotiate the desired rates. CF and MS
13. How do you usually manage to make the non-payers pay your invoice? Check all that apply. If you choose 'Other', please specify. I send several reminders I phone them and kindly ask them to pay	Coping with non-payers. CF and MS

⁹⁹ Clients were asked a corresponding question: Do you believe social networks and personal branding are important for the freelance translators to become more noticeable on the market?

my invoice as soon as possible I threaten them that I am going to sue them I make a negative Blue Board entry on ProZ.com / I make a negative feedback in the Hall of Fame and Shame on Translators Cafe, etc.	
14. Do you use a specific business management system, accounting including?	The need for a business management system. CF and MS.

Table 14. Questions analyzed in Study 3 and their purpose

The question we posed to the TRFT, which was in the same time an opening question of the e-mail interview, was:

“Why did you choose to go freelance rather than working as an in-house translator?”

According to their answers, the reasons why top-rated freelance translators chose to go freelance rather than working as in-house translators are various. Our respondents stated a wide scope of reasons, ranging from freedom to work from anywhere in the world and earning higher wages to spending more time with the family and friends, and having more time for hobbies and pastimes, with independence and flexibility being the most prevalent ones (selected by 87% of the TRFT).

Below we are providing more descriptive data related to the decisions taken by the TRFT. 49.3% of the TRFT like to be independent regarding how they spent their time, because they do not stick to traditional office hours, but they are rather flexible according to the needs of their customers, bearing in mind that they cooperate with clients all over the world. 20.3% of them claimed that they hate being supervised, and they want to be their own boss. For instance, one of the respondents (2.86% of the total number of respondents) indicates that “freelance should be the only option for all professions – workers themselves should be the ones to decide when they feel most creative and capable of work.”

37.7% explicitly or implicitly (for instance, one respondent claimed he/she “got tired of fixed-time job”) mentioned flexibility as the main reason for going freelance. A summary of their descriptive answers is given below: they enjoy having flexible working hours and having more time for their family, as well as the freedom offered by being a freelancer in terms of having time to travel, exercise, etc.; flexibility is seen as a common benefit among the respondents, and they want to be free to decide which jobs to accept and to have more diverse tasks, their working hours, their work place, their workload, their income, the benefit of being free in terms of being able to work from anywhere in the world and at whatever time of the year they want. In that context, one respondent (2.86% of the respondents) indicated: “Translation work is not a fixed-time job. You have leisure sometimes and overwork on occasions. Office-time schedule does not synchronize with this type of work.”

Flexibility is seen through the prism of the working environment, and choosing to work from home over having an office job (17.4% of the respondents). As an example, one of these respondents stated that he/she simply does not like going to work every day and sitting in the office 8 hours, because he/she finds it difficult to concentrate in a noisy environment, as there are too many distractions. He/she rather prefers setting the time of work himself/herself, and he/she does not like wasting time on commuting. He/she has also worked as an in-house translator for two years, and although it was a valuable experience and a lot could be learnt from it, he/she would not like to repeat it any more.

14.5% of the respondents share this story, and they were previously working in-house before becoming freelancers. One of the respondents got redundant when he/she opted for what he/she names “the perfect option” – to work from home and have flexible working hours. Moreover, another freelancer was fed up with the increased level of bureaucracy in his/her company. What is more, one of the respondents described that he/she had another job and the reason for going freelance was that he/she needed a “simple and not too stressful job”. We were curious about his experience later on, and whether this job really turned out to be not too stressful, bearing in mind the percentage of freelance translators who said that they find their professional life is stressful is pretty high (54.3% of the TRFT and 66% of AFT, and this question was discussed in the second study of Chapter 4). Results proved that he/she does not find his professional life to be stressful, so he/she was not misled when decided to go freelance.

In the end, 8.7% of the respondents claimed that in-house job was underpaid, and they believe that freelance job can provide more consistent salary, and potentially higher income.

When asked if they measure their customer satisfaction, and how they do it (Question 2 of Table 14), 71.4% of the respondents replied that they do not.

For instance, one of them (2.86%) said he/she does not ask permanently if they were satisfied or not, but receiving another order from the same client or being recommended by them to another client speaks volumes. 11.44% of the respondents state that they make themselves accountable for their satisfaction, and sometimes they receive feedbacks from customers and/or their reviewers; or also sometimes they ask for credentials and/or WWA entries on ProZ.com. In addition, not receiving complains implies that clients are satisfied. In other words, as declared by 8.58% of the respondents, if most of the clients return, they must be satisfied; otherwise, they would look for another translator.

25.74% of the TRFT make sure to answer promptly any follow up questions that the agency may have and invite the clients to inform them if they have any doubts. Once again, 57.2% of the respondents point out that customer satisfaction is directly connected to the permanent cooperation. Keeping the customers for years is the best measure. Still, one of the top-rated freelancers said he/she gets rid off any customers who bring more problems than benefits. That implies that not only customers choose the freelance translators, but sometimes freelancers also choose the clients that are good for them according to their criteria.

Another respondent (2.86% of the total number) stated that he/she always asks for feedback after a long or difficult project to make sure that the customer is satisfied. Especially when doing the first job for a customer, they always ask for feedback and tell them that they appreciate comments/suggestions or instructions that can improve translator's job and make theirs easier. In case the translator in question must point out certain things about the translation, he/she includes notes in the delivery e-mail itself. As for long-time customers, he/she always includes comments in the delivery e-mail and/or in the translation so that he/she gets feedback from them on whether they agree with the suggestions. If he/she is not 100% sure about something, he/she always prefers to ask. All of these actions provide her/him with feedback from the customers.

Clients, sometimes, spontaneously express satisfaction, as claimed by one of the respondents (2.86%). For example, he/she did a first 2600-word job for a translation agency in Talin, Estonia. The response was: “We are happy for the first cooperation. Please send your invoice to my e-mail.” This client has announced a second job coming up soon.

Last but not least, one of the respondents (2.86%) said that satisfied customers usually thank her/him, come back and recommend her/him. In 27 years, he/she only had one dissatisfied customer and experienced only one “personality conflict.”

As far as preparation for a project is concerned (Question 3 of Table 14), all top-rated freelance translators follow some specific pattern. However, what they have in common is that they usually make sure to check the subject matter, the deadline, the word count and the file format before accepting the project (declared in 85.8% of the cases). Later on, they prepare the translation environment, do the research needed for the respective translation and try to engage all the available vocabulary resources (glossaries, dictionaries, term bases/TMs, etc.).

Since the qualitative data analysis did not deliver other common patterns, we proceed in the same manner as with the previous question, i.e. we provide a summary of the answer provided by our top-rated freelance translators. We can conclude that each of them has their own preparation method, but describing these methods is of huge importance since they provide valuable ideas for the strategy for success. Quantitative data related to this analysis might be insignificant (2.86 or 5.72% of the total number of respondents), but the empirical importance of the qualitative data obtained is great.

First and foremost, 60% of the top-rated freelance translators ask their client about the type of translation to see whether it is one of their specialties. Next, they review accurately the source text from several points of view, i.e. linguistic, technical (as far as they are skilled on the subject) and formatting. Two of the respondents (5.72%) usually register the project in their own tracking file, schedule it, start to work on it as soon as possible, and do the internet research while translating.

Worth mentioning is the statement of one of the respondents (2.86%) who try to organize his/her days in function of the translation project, organize everything on his/her software programs, free the desktop and start working.

For 5.72% of the respondents, preparation procedure is a very complex task. Namely, it starts with reading through the text. They check what is it about and what requirements are needed to complete the job (reference materials, specific people / specialists / institutions, functioning as advisors, if needed or for explanations, and who will check the files (will a general linguist do or a specialist is needed). After determining this and after obtaining the material needed (if at all), they create a project terminology list, look up for glossaries, using various linguistic tools, for statistics, sample creating, POS Taggers etc. They are also trying to find translated materials in the target language to get familiar with the subject matter at hand. Next, they determine the time and the volume especially at large projects, and make a list of what they have to do each day. Later on, they start translating, at which they are always using the material and the terminology list, which they are reworking during the process of translation, and add notes. This is very helpful, as they found out that this material, if organized properly, could be very helpful, in case something similar comes up next time.

Other 5.72% of the top-rated freelancers, on the other hand, always ask to see the files prior to accepting the project, unless with steady translation agencies/clients with already familiar clients. They usually read it, make a time schedule, in the end read the translation at least once, run spell-check, verification of tags if working in a CAT tool, and an Xbench, if there are repetitions.

2.86% of the respondents state that for assignments they find challenging, they are diving into selected literature and papers available in the Internet. They always make sure to follow the steps in the project handoff or client's specific instructions. What is more, if "a project comes in from a new client, they spend several hours researching the customer, their products, and the field they work in" (as per the e-mail interview results). 5.72% of the respondents also read the whole text if possible and if the text is long, they read parts of the beginning and conclusion, then do a research of the topic regardless of whether the subject area is familiar or not, then screen for unclear phrases, search for online references and vocabulary and proceed.

Besides checking the complexity and topic of the text, 5.72% of the freelancers pointed out that they also consider the word count to ensure that the project is doable. If use of a CAT tool is required, they open the Trados, memoQ, Across or other CAT tool package, or create a project in the corresponding CAT tool, and find suitable TM/term base, identify previous projects similar to the new one, check websites involved (end client, public documents). Furthermore, if the translation is done for a new client, they prepare the translation environment (a new client-specific TM, collection of terminology files and TMs of relevance).

Busy respondents, such as 2.86% of those who participated in the e-mail interview, claim that usually there is never enough time for preparation because the clients want the translation “for yesterday”. Thus, they try to have as much as preparation before they start so that they would not have to go back and do correction during the translation. Besides reading the text to have a grasp of its difficulty, judging terminology, scanning possible issues and trying to solve terms that would require a thorough research, 5.72% of the respondents also estimate the time needed to complete it without working under pressure and without sacrificing quality.

About 74% of the respondents agree that deadlines are always tight, so they have no other choice but to have a quick look at the document, set up the translation package, open any references and dictionaries/glossaries required and start right away. However, the preparation required also depends on the type of project. For instance, freelancers that work on long-term projects that need no specific preparation, only take their time to organize the documents. To that end, they mainly search for information, texts and vocabulary regarding specific subjects, both before and during translation.

Furthermore, 5.76% of the respondents indicated that they spend extra time on tasks such as setting up a separate project administration folder, which includes a spreadsheet in which, for each translation session, they keep track of the number of words translated and the time spent doing so. The spreadsheet calculates average translation speed, average financial rate per hour, number of words to go, expected number of hours to finish etc. as well as the totals for the whole project. What is more, they do an intensive terminology research if necessary while working on the project. A curiosity worth mentioning is that one of the respondents possesses a large collection of dictionaries (more than 10 meters of bookshelf space).

On the other hand, no special preparation is done by 17.16% of the respondents. They print out the document as a reference and work directly into the MS-Word file, or they sometimes use some CAT tools, and that requires loading legacy TMs. In addition, those experienced freelancers who participated in our research, claim that they do not prepare, because after doing it for many years (more than 44 years in the case of this particular respondent), they are always ready, and simply plunge right into it.

In a nutshell, the preparation process implemented by 80% of the top-rated freelance translators comprises the following steps:

1. Checking if the files are complete;
2. Reading them to see what difficulties may occur;
3. If use of a CAT tool is required, preparing the necessary folders, TMs. Then opening the document and checking it again, after accepting the job, to get a better idea of the kind of text and of the time needed to complete the translation and proofreading.
4. Looking for the similar previously done translations (if any). Looking for similar texts/documents in the target language to gain some insight and vocabulary.
5. Looking for reference files on the internet.
6. Doing a research in case the form and/or the content of the text does not look familiar.
7. Sometimes making/looking for glossaries and taking notes before starting the translation.

To summarize, this is a very complex procedure that includes many steps requiring both translation-related and technological competence, and the emphasis is on the research skills in particular.

In order to obtain thorough information regarding the work-related tasks of the freelance translators, we asked the top-rated freelance translators:

“Describe your customer service procedure.”

While some of the respondents do not apply any specific and general procedure, other provided a more informative and thorough explanation. Our coding analysis showed that direct communication, mostly by e-mails (but sometimes by phone), is the most common communication method among the top-rated freelance translators (85.7% of the respondents), they highlight the importance of responding to clients’ e-mails promptly and delivering high quality translations on time (71.4%), and also pointing out inconsistencies and errors in the

source text (practice implemented by 52.86% of the respondents), which is appreciated by their customers. TRFT tell clients to contact them in case of any queries, and they are also explaining if there is anything which was not clear (42.86% of the respondents). Being friendly and “going the extra mile by helping clients with free translations” is what one (2.86%) of the TRFT suggests.

Apart from the above-mentioned patterns, data text analysis did not show other common methods used by the freelance translators. It means that there is a great diversity of methods used, and we are sharing these methods because although they are used by one to five respondents (per method). This diversity is in fact an indicator that there is no single useful method, but there are many, and they can also be combined to achieve greater efficacy. 5.7% of the respondents stated that being available most of the time and trying to reply immediately to the client is also very important. The same number of respondents (5.7%) claim that even when they are not working, they check their e-mails regularly. 8.57% of the respondents send follow-up e-mails to check if everything went well and if there was any feedback from the end client is also an integral part of the customer service procedure. Moreover, 8.57% of the respondents reply to matters raised by the customers as soon as they receive a complaint or request for clarification, because they believe “...it is crucial to get the confidence of the customers.” On the other hand, the pattern shared by one of the respondents (2.86% of the total number of TRFT) is that he/she checks e-mails and responds to them at specific hour (every 3 hours from 6 a.m. UTC to 6 p.m. UTC, and at midnight), and responds to telephone calls from midnight to 6 p.m. UTC.

When working with regular clients, it can happen that freelance translators and clients are on a somewhat friendly basis. This is at least the experience of 2.86% of our respondents have had. However, when establishing a new cooperation with new clients, he/she claims that they usually first ask who referred them, just to make sure of client's professionalism. Next step is discussing the amount and the timeframe for the translation project, as well as the payment terms. If an agreement is reached on all terms, then the freelancer can start working on the project. Another example stated in the survey, by 2.86% of the TRFT, is doing the jobs through customers' platforms, through which freelance translators download and upload files and keep track of the tasks. The same freelancer is trying to be as precise as possible with the electronic materials tracking and saving.

In addition, one of the TRFT (2.86% of the total number) claimed that he/she uses specific software or their customers' platform to make sure the specific customer service procedure is being followed. Namely, this respondent uses TO3000 to start, follow up on and close on the order. He/she points out that the number of clients has stabilized quite some time ago so the orders are more or less one-more-of-the-kind. Every order has an incoming/work/delivery subfolder and once he/she finishes the order, he/she invoices the job.

Last but not list, below is the thorough customer service procedure applied by another respondent:

- Answer first e-mail or phone call and ask for all the details needed on the requested service. Making sure that is able to do the job: specialization, experience, availability etc. If that is not the case, recommending a colleague.
- If that is the case, asking the customer to send the documents to translate and asking about their preferences on input and output format, terminology etc. Also asking for available reference documents, translation memories, glossaries etc. If necessary, asking about any other specifications: style, length, tone, etc. Making sure that can open and process the documents and that they are complete and legible.
- Making a quotation and sending it.
- If the customer accepts the quotation (price, delivery time, payment conditions, etc.), preparing the translation, proofreading it and then sending it before the deadline. If in doubt, always contacting the customer as soon as possible. When sending the translation, always specifying that they remain at the customer's disposal for any questions regarding the translation.

To summarize, top-rated freelance translators do apply a complex customer service procedure. This is one of the most emphasized differences between working as a salaried translator and being a freelancer. Customer service procedure, as seen from the real life examples described above, requires fully developed business and psychological skills, apart from the linguistic and technical ones.

In terms of the checking/validation procedures used by top-rated freelance translators to ensure their customers receive quality materials/service (Question 5 of Table 14), respondents provided different answers, and we can consult the summary of the answers below. The scope

of QA/verification steps they apply is different, but they all make sure to provide top-notch service.

The most common checking procedures applied by 69% of the respondents are: mandatory slow reading upon completion, running the spell check, using most of the useful QA features offered by the CAT tools (LTB, Xbench, Transistor QA tools), doing a detailed web research, and getting the help of specialized colleagues. Briefly, the described scheme followed by these respondents is: translation -> proofreading (by an external linguist) -> QA -> final proofreading before delivery.

Another variation could be proofreading/editing/reviewing the text, and one respondent (2.86% of the total number of participants) particularly stated that he/she edits the translation three times (if the deadline is not tight), with the first edit done at least 24 hours after completion of the translation. First proofreading is for translation accurateness (no missing word(s)), whereas the second one is for reading smoothness.

Furthermore, another freelance translator (2.86%) provided a more detailed reply, by mentioning every single step of the QA procedure: comparing the translation with the source text, enlarging the font in order to spot the possible errors easily, looking for grammar mistakes, punctuation mistakes, spelling mistakes, making the necessary changes, checking the consistency while at the same time making sure that the instructions for completing the job were followed, and reference materials and glossaries were closely monitored and taken into consideration, especially on key terms, re-reading the text, performing the automatic spell check with MS Word, F8-check within SDL Studio, an automatic QA check with ApSIC Xbench, making another read-through check are the extensive procedures applied by another respondent. If working in Trados, one of the top-rated freelance translators said he/she reviews each bilingual text in Trados twice, then he/she reads it once again in the target format.

Another example, provided by one of the respondents (2.86% of the total number) is by using a more extensive QA procedure, such as: reading drafts several times, color-coding drafts to make certain that he/she is always working on the latest version of a document, sending queries to clients whenever necessary, consulting a number of style guides (digital and print)

as he/she works, and if the document is an academic article, reviewing author guidelines published by the particular journal a client is planning to submit the text to.

In addition, 5.76% of the respondents prefer to print the text and proofread it from a hard copy, because they tend to give more attention to the hard copy than to the computer screen. Another 5.76% of the participants, instead, ask some of their colleagues to crosscheck the translation, adding that they are a team of translators and editors for various languages, he/she is the team leader and translator/editor.

When speaking strictly about the quality assurance (QA) policies (Question 6 of Table 14), 69% of the top-rated freelancers suggest that translation in the field of expertise and double-checking the text are the basic QA procedures they implement. 28.6% of the respondents suggest that checking and double-checking is a relevant QA policy. Sometimes, as they say, a useful method is to have a specialized colleague go over the work whenever the job is to benefit from reviewing. Being available upon delivering the project is also a very professional method, and fixing any flaws immediately on request. Moreover, these respondents suggest that the job must be done flawlessly without further need of corrections. Always re-reading the translation, at least twice (second time preferably the next day if time allows) is another useful QA method used by them.

What is more, reading the source text very carefully is the key for 5.76% of the respondents, since “the translation is a perfect ‘filter’ for the quality of the source text”. As explained by one of the respondents, if the translator faces difficulties understanding it, the target reader will probably also have difficulties. Thus, both understanding and conveying the source accurately is another key QA method, according to some of the respondents. Thorough proofreading is essential as well, and Trados/Across/other CAT tool checks are also indicated as very useful and practical. What one of the respondents suggests is to ask a native speaker for proofreading when translating into language(s) that are not mother tongues of the translators. Furthermore, 31.46% of the respondents stated that it is of paramount importance never to accept a job that one is not qualified to do, and to deliver a completely reviewed project, without any pending questions. Having in mind one's own ethics of work is indeed crucial. 2.86% of the respondent stated that the translation is checked by the lawyer he/she works with, who delivers an opinion attesting that it is “a true and correct translation... not susceptible to any materially different interpretation.”

Furthermore, one married couple of freelance translators (5.72% of the respondents) who participated in the survey said:

As my wife and I work in team, after the translation is complete, the other person reviews it and sends it back for acceptance. Missing a full agreement, we perform a joint review until we reach an agreement. If we have time, we re-read it after one day and try to find a solution on which we both agree.

Another popular QA method, used by 11.44% of the respondents, is that if there is any inner contradiction in the document/statement, the translator is supposed to inform the agency that provides her/him the work, and they should inform the client. The quality of the document is thus ensured, and translation is crosschecked by some of their colleagues. This can be very feasible for those freelance translators who work in a team of translators and editors for various languages.

All in all, most of the respondents stated that depending on the time available, they check the document thoroughly for correctness, appropriate writing style and consistency. Having a reviewer for each document can be considered an asset. However, this is not the standard for most clients.

Doing plenty of research for every challenge they encounter and pay as much attention as possible to every detail is what 60% of the top-rated freelance translators strive to do. Still, as one of the respondents would say: “The rest is just hope; we’re all humans, we all make mistakes, we should just always give our best not to make crucial ones because a single word, even a character, can be unimaginably costly.”

And last but not least, we are presenting the thorough statement of one of the respondent, as it perfectly reflects the level of professionalism needed by every top-rated freelance translator as regards the quality of the service:

- I do have certain basic rules which can be considered as my quality assurance policy:
- Only accept jobs that I can complete in an appropriate and timely manner.
 - Only translate into my mother tongues.
 - In case I do reverse translation, the job must be proofread by a native translator.
 - Get and organize all the resources needed to do the translation
 - Always plan working time properly.
 - Consult experts/informers if necessary.
 - Find out all of the customer's specifications on the final product before making a quotation and accepting the job.
 - Always run spelling check and validation.

- Always let the translation “cool” before proofreading.
- Always make sure that everything “makes sense”.
- Never forget headings, footers, page numbers.
- Always do a final reading to improve the style and naturalness of the text.
- Double check proper names and numbers.
- Always make sure that everything has been translated.
- Ask for customer’s feedback whenever considered necessary.

Moreover, we wanted to hear the opinion of top-rated freelance translators on the ISO standards and we therefore asked them:

“Are you registered or do you contemplate being registered to any of the ISO standards?”

Results showed that none of the top-rated freelancers has been registered so far, but about 11.44% of them contemplate being registered to any of the ISO standards. 80% of them are not interested in registering, mainly due to the fact that the registration is costly, and only “feasible for large-scale operations” (as stated by one of the respondent). Nonetheless, we are presenting some of their attitudes on this topic. 5.72% of the respondents state that they would register if they were younger, for instance, i.e. at the beginning of their career. Other 5.72% of the respondents claim that they are contemplating it, but they are unsure of the possible benefits this might bring. On the one hand, 2.86% of the respondents stated that instead of registering, he/she has signed a quality assurance statement (professional guidelines) with ProZ. On the other hand, another 2.86% of the respondents said that most of the agencies he/she works for are certified according to ISO, and therefore freelancers that work for them in fact indirectly abide by the ISO standards.

To summarize, all top-rated freelance translators are considering quality check to be inextricable part of their service, and their QA procedure is very thorough, as if they are translation agencies themselves. Therefore, this is another argument for the need of all translation-related and technological competences and skills. What is more, considering the level of professionalism in the whole QA process, we can also relate it to the entrepreneurial/business and psychological skills in particular (assurance of high quality service that can bring new customers and can help keeping the currents ones, patience and motivation needed to go through the translation several times in order to ensure top quality service, being available to answer any feedback received from the client, etc.).

Next, we are underlying the importance of the entrepreneurial competences and skills, as essential for success in the market of freelance translators. In this vein, our respondents disclosed their marketing strategy, that is to say the methods they use to promote their professional services. To that aim, we asked our respondents:

“How do you market your professional services?”

Apparently, according to the results of the analysis of the e-mail interview, 20% of them do not promote their professional services at all. They indicated that they “simply have profiles on Proz.com and occasionally bid for a job.” From this comment, we can presume that these freelance translators became members of some of the online translation job portals only to use them as professional social networks, for professional development, and to stay in touch with their colleagues (by way of answering KudoZ questions, using the forum, attending powwows, conferences, webinars, trainings, etc.) On the other hand, 60% of the respondents consider such membership a marketing tool. Namely, for these freelance translators, having a full membership on ProZ.com, TranslatorsCafe, Translation Directory and other translation sites is actually a marketing method (also as commented by some of the participants in the focus groups – powwows), as they see their personal profile on the translation websites as their business card. To support our argument, we are presenting the comment of one respondent who explained that he/she tends not to market their services directly, but indirectly by having profiles on several translators' web pages. Moreover, 11.44% of the respondents stated that they also consider creating their own website, with all sorts of interesting information that would attract customers.

Recommendations and so-called whispered marketing was also mentioned as one of the methods by 8.58% of the respondents, as well as sending application letters to translation agencies, responding to job offers in ProZ.com or Translation Directory, Translators Café and other translation directory (in 53% of the cases). Distribution of business cards (although not often) is still present among the top-rated freelance translators (as a matter of fact, some of the powwow participants also gave us their business cards!), but also services are promoted by word-of-mouth, by responding to job offers from other agencies, or sending e-mail greetings or paper holiday cards to the clients. These methods are used by 14.3% of the respondents. What is more, one of the respondents (2.86%) stated that he/she has a business name and a business phone number. So his/her business name automatically appears in the proper section of Yellow Pages, which are now copied everywhere on the Internet.

Furthermore, being a member of the translators associations ATA and CTA and having a very simple website is a promotion method of another top-rated freelance translator who participated in the survey. Furthermore, when potential clients write directly to them to offer jobs or a possible collaboration, this particular freelance translator does his/her best to answer their questions, provide the information required and present himself/herself as a reliable and experienced translator, without indicating rates if not asked to.

Another method is provided by the respondent who, for instance, when getting in touch with a client, always offers to do test translation, references and samples, so that the client can have an idea of their style and methods. However, not all of them are willing to do test translation, let alone offer it without being asked. On the contrary. We are making a short digression to present several attitudes shared by the respondents at the powwows (focus groups). They claim that sometimes, if it is really a must, they agree to do it. However, it is not always free of charge, because sometimes clients agree to pay for it. Still, it is really questionable whether test translation can be a relevant proof of freelancer's qualification and quality of work they are provided. Sometimes, previous projects can be more authentic and useful. As a matter of fact, when we asked clients:

“Do you ask your potential translators to do test translation?” and “Do you agree to pay for the test translation if an experienced translator rejects to do it for free?”,

the results showed that 80% of the clients ask their potential translators to do test translation, and 63.3% of them agree to pay for the test translation if an experienced translator rejects to do it for free.

Worth mentioning is that not all marketing techniques implemented by the top-rated freelance translators were efficient. As a matter of fact, one respondent has witnessed a negative experience when spending a considerable amount of money on advertisements in a [name of the country hidden] yellow-pages directory in the first year of his/her full-time translation career. That was money very badly spent, according to this respondent, as response was mainly from private persons (not companies) looking for the cheapest possible translation services. He/she points out that in this business - especially when one focuses on technical translation - they need companies or translation agencies as clients, not private persons.

As far as the topic of the social networks and personal branding is concerned, and whether they are significant for the current market position of the top-rated freelance translators, we asked our respondents:

“Do you believe social networks and personal branding are significant for your current position?”

The majority of the respondents (74%) do not find the social networks to be useful, but they do agree upon the need of personal branding. For instance, social networks are considered a waste of time for one of the respondents, and he/she would “rather go out for a long walk than sitting and waiting for reactions of others.” As far as the personal branding is concerned, he/she believes there never will be a 100% security, and he/she regards this as very risky. 20% of the respondents say that social networks are significant to some extent, although not indispensable. One of the respondents, as an example, admits that he/she was also successful when working as a freelancer at a time when there was no internet.

Moreover, while Facebook, LinkedIn, Twitter, and other social networks are not among the favourite ones for 11.44% of the respondents, these same professional freelancers claim that “on the same Internet, they keep a truly social network with colleagues, they refer clients to each other, team up to work together now and then, help each other whenever needed, and so on”. Our analysis shows that the importance of the social networks also depends on the previous working experience of the freelancers, and their awareness and personal perception they have built as a result of that personal experience. As an example, one of the respondents (2.86% of the total number) has worked with Aplnet before it was acquired by SDL and with Bowne Global before it was acquired by Lionbridge, so he/she finds the social networks to be truly significant.

The scope of the answers we received was fairly wide, thus the opinions of the top-rated freelance translators. This empirical evidence is valuable in terms of confirming the diversity of methods used by top-rated freelance translators, and their relative usefulness – i.e. not all freelance translators agree on the usefulness of particular (potentially) marketing tools. In this context, there are neutral opinions as well, when 11.44% of the top-rated freelance translators who participated in the e-mail interview consider that the social networks and personal

branding can be important, but they do not play a significant role for the already established professionals in the market of freelance translators.

8.58% of the interviewees pointed out that personal branding, especially in terms of the service quality, is a lot more important than social networks and is a huge asset. In other words, their prescriptive statement is that one has to market himself/herself, and branding is great for generating initial contacts, but “translators' careers in the long run depend on the quality of the work they produce and the service (especially, but not exclusively in terms of meeting deadlines) they offer”, i.e. reliability and quality of the service provided are the best marketing and business plan.

The self-image of the top-rated freelance translators that were part of the e-mail interview varies greatly. What we find indicative is that while about 46% see the global picture and talk about LinkedIn or Xing, about the same number (48.6%) believe that “in person” networking is by far a better method, because “unless one's language combinations are unique or uncommon, they usually are a drop in the ocean.” Thus, no personal branding is needed, as most of the work that they have done has been for clients they have been recommended to.

And last but not least, insofar ProZ.com and Proz.com KudoZ in particular are concerned, networking is of huge importance according to one respondent. His/her case study proves that due to a fairly high KudoZ ranking for both Dutch > English and English > Dutch, he/she gets 10-12 translation requests per week.

Note should be taken that 76.7% of the clients believe that social networks and personal branding are important for the freelance translators to become more noticeable in the market.¹⁰⁰

To sum up, top-rated freelance translators do use some of the standard marketing tools (website, translation portal website, telephone directory of business (such as Yellow Pages), membership in translators associations, business cards, whispering marketing. We can also conclude that clients value the experience, and top-rated freelance translators can prove it not only by being tested (and being paid for it), but also by offering to send list of completed

¹⁰⁰ Clients were asked: Do you believe social networks and personal branding are important for the freelance translators to become more noticeable on the market?

projects, references, etc. Another asset that may serve as a valid proof is the feedback section of ProZ.com profile, for instance. Moreover, social networks and personal branding have somewhat importance, but they it is not crucial, according to our respondents. In conclusion, marketing, as part of the entrepreneurial competence, plays a significant role in building successful career as a freelance translator.

If being successful may mean making a name in the translation industry, then the most common methods used by 80% of the top-rated freelancers are by providing high quality translations on time, being hard working and persistent and achieving online visibility. To obtain the aforementioned data when we asked them:

“How did you make your name in the translation industry?”

For instance, one of the respondents managed to make a name in the translation industry mostly by having been recommended by their own customers to others. Other respondent had already had his/her name on the cover of an English-Greek dictionary (“still loved by translators”, as he/she said) when he/she started his freelancing careers. Still, he/she also did a lot of work answering translators' queries in at least three translator forums. Thus, the prescriptive comment he/she made is that “young translators should be active in the social networks and build a serious and responsible image among their own colleagues, first of all.”

Below we are presenting a list of the means used by the respondents (each method is explicitly stated by 2.86% of the respondents) to build their reputation:

- stuffing their website with a lot of useful information for translators, translation clients, and anyone interested;
- strong adherence to quality (confirmed by having numerous returning clients), and
- avoiding dumping prices and offering high quality reasonably priced services;
- hard work and diligence, a lot of effort, voluntary job and a little talent for languages;
- delivering very accurate translations always on schedule or slightly ahead of;
- networking and word of mouth; by being patient, mostly available, reliable, dependable and communicative with the clients;
- being a member of and/or accreditation by professional translation and other professional organizations (engineering organizations were stated in the e-mail interview as an example);
- being a member and actively participate in Proz KudoZ, thus amassing KudoZ points;

- being open to new ideas and changes, being professional, nice, humble;
- possessing and maintaining the passion for languages, and skills;
- receiving positive feedbacks by clients;
- numerous appearances at ProZ.com and other conferences for translators

One of the respondents (2.86%) admitted that the mere fact of not many online freelance translators when they started, and the background in other fields (engineering, for instance) helped a lot. In addition, this respondent was featured in The Wall Street Journal Asia. Moreover, “the four-year in-house job at the Council of the EU in Brussels, working in a rare language, and producing quality translations within the deadlines” is another asset. In addition, one of the respondents clarified that he/she started by building their website and put it on some search engines. He/she added that “being more informal in the communication, and making a good impression can be an asset,” but also becoming a member of both the state and the national translators associations. Furthermore, having a good CV and possibly a valuable Master degree, translation of a couple of books and the awarding of important grants, were also some of the beginning of respondents’ success stories (each of the examples provided refers to 2.86% of the respondents). Nevertheless, note should be taken of the precaution given by one top-rated freelancer: “...that is how some customers considered giving a first chance, but after that, one has to always try to be professional and thorough.”

To summarize, methods that helped top-rated freelance translators become “visible” in the freelance market are various, and everyone’s success story was different and unique. Nonetheless, a general conclusion can be made in terms of the importance of the entire set of competences (translation-related, entrepreneurial and technological), because they are very often interwoven, at least as per the answers of our respondents, and that most of the times the quality of the service is actually the implicit marketing.

Other potential “ingredient” for achieving success in the market of freelance translators is to keep up-to-date the capabilities related to the language, field(s) of expertise and translation tools (i.e. training programs, association memberships, certifications, continuous education, etc.). To investigate this issue, we asked our interviewees Question 11 of Table 14. They unanimously agreed on the need referenced in the question, but not all of them are investing time, efforts and money in order to achieve the aforementioned goal. One of the respondents, for instance, believes that “practice makes it perfect, nothing else”, and he/she “simply turns

down requests in 5 areas he/she has identified that he/she not good at, and he/she states this boldly on her/his web-site.”

These are the methods used by the participants in the survey (each method used by 2.86% of the participants): taking time to see if one of the above (steps needed to be undertaken to stay up-to-date) has changed or is valuable to the translator; having a good personal IT technician in case of any technical issues; reading and following developments in the areas of interest, doing extensive research to help provide high quality translation. Furthermore, one of the respondents pointed out that “the nature of their work often confronts them with new developments and trends in this field of business.” Other features indicated in this context are (all practiced by 2.86% of the respondents): reading in both mother tongue and source language(s) (books, newspapers, court reports, industry related news, etc.), listening to various programs and news in these languages, attending training programs, road shows, and both online and in-person seminars, courses and webinars, and also self-studying (for instance, learning how to use a new CAT tool (“CAT tools are not a difficult thing once you have learnt the use of one of them,” as concluded by one respondent), constantly reading all terminology questions in ProZ.com in one's language pair and fields in order to keep track with current developments, and so on).

As far as specialization in particular field is concerned, one of the respondents who is specializing in financial and legal translations claimed that he/she is reading through 3 financial newspapers (Handelsblatt, FAZ, Eleconomista) every day, and also has several subscriptions to legal newsletters that he/she reads through. Moreover, he/she is attending workshops on financial or legal translation topics organized by professional organizations once in 2 years. Following online groups and forums for translators was indicated as another method to stay up-to-date with the latest trend in the translation industry. One of the respondents says that he/she is interested in acquiring “helpful certificates”, whereas his/her says that he/she subscribes to and reads daily, weekly, and monthly language, vocabulary, and grammar bulletins and newsletters from professional sites and organizations, participates in online chat sessions sponsored by professional organizations, and attends conferences and workshops.

However, not all of the respondents have time for extra education, though they love learning. Anyway, constant practice and adaption keeps them up-to-date. For instance, one of the respondents explained:

I started out doing some free translations just to get into it again. Then I bought SDL Trados and did a beginners course, also went to a Trados fair in Madrid. For the Danish language, it can be a disadvantage not to live in Denmark (but the advantage is that I understand the source level quite a lot better for having used it for years), so I watch quite a lot of Danish television for vocabulary and I read in Danish.

More methods stated by the respondents are (each explicitly stated by 2.86% of them): following Facebook/Twitter accounts of translators/associations; reading translation news and journals; buying and watching webinars on subjects of her/his interest; language exchange with Skype friends; traveling whenever possible.

And last but not least, along with reading and researching, one of the top-rated freelance translators who participated in this survey said he/she is also re-reading the old books with an eye to discrepancies. Here, he/she mentions the example of *Great hunt for the Red October*, where the Italian translator translated the computer ‘chips’ (aka integrated circuits) as the ‘confetti’, i.e. those pieces of papers you throw on Mardi Gras/Carnival (coriandoli).

To recap, 86% of the top-rated freelance translators that participated in our study are aware about the importance of being up-to-date with the news in the ever-changing freelance market, and above all - they never stop learning and informing themselves about the news in the industry. Moreover, they do need to possess the full set of competences and skills (translation-related, entrepreneurial and technological) to achieve that, because quality may suffer without these ‘upgrades’. As it was pointed out by one of our respondents during one of the group discussions: ‘Translation quality does guarantee years of experience, but not the other way round.’

Lastly, we are exploring the scorching issue in the freelance translation industry that is the devaluation of freelance translators’ labor. To that aim, we asked the respondents:

“How do you fight against low rates resulting from the globalization of rates, but also from supply of services offered by unqualified translators?”

According to the results of the e-mail interview, top-rated freelance translators use different methods in fighting against low rates resulting from the globalization of rates, but also from supply of services offered by unqualified translators. 57.72% of them refuse jobs at rates lower than their normal ones, 25.74% are sometimes willing to negotiate the rate, and 17.16% believe in the free market and do not blame the colleagues who use dumping as a pricing policy.

For instance, one of the respondents says that he/she offers his/her usual rate as an opposed reaction to a low rate request in which the rate is already stated instead of being asked. Speaking of the unqualified translators' services, it ends up usually that a customer asks the respondent in question for post-editing. If the quality is too bad, he/she rejects or charges normal translation rate, because editing such text is like doing a Sisyphean task, i.e. it takes more time than translating it properly.

Another TRFT claims he/she does not have that problem, because he/she has gained good and steady clients. Moreover, he/she just skips or refuses such offers politely, as well as machine translation post-editing, as well. Nevertheless, one should not neglect that 26.7% of the clients who participated in our research believe there is a growing trend of machine translation and post-editing related projects in their company.¹⁰¹

Methods used by 57.2% of the respondents to fight against low rates is by not lowering the rates and addressing customers who seek quality rather than a low price, and keeping the quality up. They claim that can be achieved by setting and insisting on minimum rates, and turning down many offers below that rate. When top-rated freelance translators feel very confident and aware that they do not depend on that particular “ridiculously low offer”, they simply ignore it. “If they offer me close to half or less of my rates, I advise them to use free, online, immediate Google Translate.”, one of our respondents stated. On the other hand, there were also respondents (11.44% of the total number of interviewees) who claimed that such cases of underrating translators are not so common, simply because they are working in areas of specialization that are very demanding.

¹⁰¹ One of the questions in clients' questionnaire was: Is there a growing trend of machine translation and post-editing related projects in your company?

Other common methods used are (suggested by 2.86% of the respondents each): trying to negotiate the rate (but refuse the offer unless the client is sticking to the initial low offer, because “quality should not suffer and comes at a price”), working in a “lucky” pair (German-Swedish in this particular case) and keeping the rate high, maintaining the minimum rate and not going below it (there is still room for negotiation depending on how busy the schedule of this respondent is), not reacting to the offers, never accepting low payment regardless of the size of the project or sometimes making exceptions and lowering the rates against high volumes and trying to explain that a quality translation requires time, expertise and hard work and this has its cost, keeping the rates “by not being afraid of losing a new client who would rather go to an inexperienced translator for a lower rate”, making a discount requested by a client for a special case, but rejecting any work coming from clients “wanting to impose their bad rates”.

As an example, one of our respondents said:

10 years ago I decided to position myself on the side of quality, not quantity. This implied a very low rate-trading margin. I lost customers along the way due to not being willing to reduce rates. I only kept those that I considered profitable despite the reduction. In addition, I sometimes agree to discounts if offered continuous work and/or big jobs (over 10,000 words at least). But as a general rule I keep my rates and do not negotiate downwards.

Furthermore, another respondent provided the following explanation:

I sometimes respond to obscene offers saying that the rate offered is what my babysitter/cleaning lady is charging me, or the hourly salary of the gas pump attendant who, naturally, doesn't have the university diploma and (so many) years of experience required, or again, is under the legal minimum hourly salary where I live (and even where they live!!). I don't work for foreign agencies; I tell them that I focus on my domestic market and they sure have good translators in their own.

It is truly indicative that clients sometimes realize that quality comes at its price, and they come back. Namely, the case of another respondent is indeed indicative of that. He/she said that serious clients who say her/his rates are too high come back after a while - anywhere from several days to several months - after finding out that the cheap translators in his/her language are not very good. Furthermore, another worth mentioning statement made by one of the respondents is that he/she does not accept low rates, and tries to make the general public aware about what professional translation involves, “...that it is a very complex type of activity, which requires top language skills, which take years if not dozens of years to

acquire, plus other complex skills, such as writing skills, specialized knowledge, as opposed to translation being presented as a process of putting text through a mincer.”

On the other hand, one of the respondents considers himself/herself being a “fortunate person”, because his/her main clients accept his/her rates and he/she is not generally affected by unqualified translators. “Pay peanuts, get monkeys” is the method to fight against low rates used by another respondent. In addition, he/she refuses to be the monkey. Last but not least, a flexible method used by one of the respondent is as follows: having a variable rate that depends on volume, complexity and quality of the source text, delivery time frame and any special file conversion or formatting requirements, which usually opens up an opportunity for negotiation of the rate for a particular project.

In the end, we would present the opinion of the respondent who believes that freelance translators are not in a position to fight against the low rates offered usually unqualified translators, but “...only agencies and clients can fight against it by choosing wisely whom they give their work to.” He further clarifies:

In my opinion, we shouldn’t use the terms “low and high rates” and “dumping the price”. It’s a battle for survival.

This interviewee believes that here and there, individuals are compelled to offer costs beneath normal just to secure any job to survive, so they should not be judged. EVERYONE [capitalized by the respondent] begins with a low rate, and there is no giant leap in any calling. He/she claims that it is certainly not fair to criticize anyone for the rates they offer. In the end, he/she states that “...no matter how high our rate is, there will always be someone better than us out there, who can come to us and say we’re dumping their price.”

In conclusion, top-rated freelance translators do fight against the tendency of lowering the rates. They do that by help of different method, and they always highlight the quality of their service as the most valuable argument. However, the confidence levels among the TRFT are different, and usually those with longer experience are more self-confident (according to the years of experience they have stated in the e-mail interview) and are not afraid to ask for a higher rate. Again, a mixture of all types of competences and skills is needed in this vein, especially the entrepreneurial/business ones (related to negotiation of the rates).

Next topic is the strategy to make the non-payers pay. We therefore asked our interviewees:

“How do you usually manage to make the non-payers pay your invoice?”

and we offered several alternatives provided in Table 14 under Question 13. 62.9% of the TRFT said they send several reminders, 37.1% of the TRFT make a negative feedback in the designated space for it on the translation marketplaces such as Blue Board on ProZ.com or the Hall of Fame and Shame on Translators Café, 25.7% of them phone the clients and kindly ask them to pay their invoice as soon as possible, whereas 8.6% of them threaten the clients that they are going to sue them.

Other methods suggested by the respondents are to deal with non-payers are (each method being mentioned by 2.86% of the respondents): sending tax authorities for inspection, stop serving them (the non-payers) completely until payment is made, asking for upfront payment or payment after a certain percentage of the work is done, hiring a collection agency, sending a bailiff as a last resort, threatening to send the invoice to the final client. As a closing statement to this sub-section, we are quoting the advice of one of the respondents:

Prevention is the key factor. Look for all references you can find about someone who is offering you a job to be sure they are reliable. Check for inconsistencies in your communications with clients, check all e-mail addresses and all phones, and all relevant information.

Another question we posed to the top-rated freelance translators, closely related to their working habits, is: “Do you use a specific business management system, accounting including? If you choose 'Other', please specify.” In this vein, speaking of the use of specific business management system, accounting including, 31.4% of the TRFT use some specific system, whereas only 5.8% of the TRFT hire professional accountants. Therefore, we can conclude that working with specific management software is not of big importance for our respondents, and they manage to do all administrative tasks related to their freelance translation profession without special software and even without hiring a professional account when it comes to the tax obligations. This information speaks volumes about their well-rounded personality in exercising the profession.

And last but not least, the balance between private and professional life was stated as one of the top priorities for measuring success, according to the results of the entire case study, and Study 2 in particular. Findings in the table below are based on the thorough weekly diaries

submitted by 24 top-rated freelance translators who took part in our diary study. They were asked to describe their day for a period of 2 weeks. During the first week, they were supposed to track their activities every 2 hours (within 16 hours, normally, although some of them sleep less than 8 hours). During the second week, they were supposed to make a resume of the activities done during the day.

Activity number	Activity name	Time spent
1.	Extra educational activities	2 hours/day
2.	Time with family, pets and friends	2 hours/day
3.	TV, books, social networks	1.5 hour/day
4.	Errands	1.5 hour/day
5.	Religious activities¹⁰²	1-2 hour/day
6.	Household activities	2 hours/day
7.	Sports and leisure time¹⁰³	2 hours/day

Table 15. Extra-curricular activities of top-rated freelance translators

Legend:

1. Giving language classes attending other classes (roller skiing, swimming, zumba, foreign language, musical instrument...)
2. Time with family, pets and friends - tea/coffee time, walking and feeding the pets, help provided to family members and friends, visiting family and friends, talking to them by phone or chat applications...
3. Watching TV, films, news; reading books, newspapers; social networks
4. Shopping, groceries, medical and dentist check-ups, banks, accountants
5. Church mass and prayers done by religious translators
6. Cooking, laundry, dishwashing, cleaning, ironing, repairing...
7. Walking, hiking, travelling, nap/siesta, beach/sunbathing, idling, going out - concerts, having meal out, cinema, art exhibitions, i.e., sport activities - swimming, biking, gym, meditation...

¹⁰² Only 3 out of 23 freelancers were engaged in religious practices

¹⁰³ Only 3 out of 23 freelancers said they do not work during the weekends, i.e. their working time is from Monday to Friday

As seen from the table above, none of the top-rated freelance translators is working 8 or more hours per day, and all of them have well balanced life with plenty of non-translation related things they do on a daily basis. As a matter of fact, their average working time is around 5 hours per day, but most of them do work during the weekends, or at least on Saturdays. However, their time management skills seem to be pretty well developed. Although they mostly stick to the regular schedule that suits them best, and they follow some regular patterns, they are still very flexible at many points and rearrange their obligations according to their current priorities, be it work or other personal obligation.

In conclusion, we are making a brief summary of the above presented analyses of the results by pointing out the most important tendencies related to each of the topics discussed during the e-mail interviews. The most common reasons for working as a freelancer rather than as an in-house translator are the independence and flexibility of the working time and working environment, and these reasons were given by 87% of the TRFT. Furthermore, 71.4% of the TRFT do not measure their customers' satisfaction, but claim that returning customers and recommendations received are indicators of the value they provide to the customers. As far as the preparation for the project is concerned, 85.5% of the TRFT make sure to check the subject matter of the offered translation project, its word count and the file format, as well as the suggested deadline before accepting the project. TRFT have specific customer service procedure as well. 85.7% of the TRFT have direct communication with their clients, mostly by e-mail, whereas 71.4% of the TRFT specified that they respond to clients' e-mails promptly and deliver high quality translations on time. As for the checking and validation procedure used by the TRFT, all of them do their best to deliver top-quality service, and 69% apply the following procedure: translation -> proofreading (by an external linguist) -> QA -> final proofreading before delivery. The same number of TRFT (69% of the respondents) assures the quality of their services by accepting projects only in their fields of expertise and by double-checking the text. However, none of the top-rated freelancers has been registered to any of the ISO standards, and the main reason behind this decision, given by 80% of them, is that the registration is costly. Moreover, 20% of the TRFT do not use any marketing methods to promote themselves, whereas 60% of the TRFT being a paying member of some of the most well known translation sites is seen as a marketing tool. 74% of the TRFT are positive of the need for personal branding, but they declare that social networks are not useful for attaining the status of top-rated freelance translator. On the other hand, 76.7% of the

clients declare that personal branding and social networks play a significant role in freelance translators' career. In addition, 80% of the top-rated freelance translators made their name in the translation industry by providing high quality translations on time, working hard and being persistent and by achieving online visibility. TRFT unanimously agreed on the need for professional development, and 86% of them find always find time to learn and stay up-to-date with the recent trends in the translation industry. TRFT do protect their professional dignity by valuing their services appropriately. In that vein, 57.72% of them tend to refuse jobs at rates lower than their standard ones, and 25.74% of the TRFT sometimes show willingness to negotiate the rate. Furthermore, when dealing with non-payers, 62.9% of the TRFT send reminders, and 37.1% of the TRFT write a negative review in the specifically designated pages within the translation marketplace sites. And last but not least, 31.4% of the top-rated freelance translators use some specific business management system, and almost all of them do the accounting by themselves, with only 5.8% of the TRFT that hire professional accountants. Last but not least, in terms of making balance between their private and professional life, and their time management skills, the results of the diary study showed that none of the top-rated freelance translators is working 8 or more hours per day, and their average working time is 5 hours per day (unlike the average working hours of AFT, which is 6.5 hours per day), and all of them have well-balanced life with numerous extra-curricular everyday activities.

This summary highlights the most common best practices of TRFT on different topics closely connected to the strategy for success in the market of freelance translators that will be presented in the next section of this chapter. Furthermore, the analysis of the qualitative data received implicitly confirms the significance of all 3 sets of competences of the freelance translator's competence model TET and their relevance for achieving the status of top-rated professionals. In addition, this summary also contributes towards the definition of success and the building of the model strategy for success.

5.2 Definition of success in freelance translation

So far we have discussed success in the existing literature concerning freelance translators and we discussed it through the prism of several other areas (Chapter 2). Furthermore, the analysis of the results obtained from the survey and the e-mail interview, and the identification between the different patterns practiced by top-rated freelance translators and all freelance translators in general, and above all, the perception of the clients for specific issues related to the freelance translation career, delivered other segments that might be crucial and beneficial for freelance translators who want to succeed (these segments are discussed in the studies of Section 4.3). Since being successful is a subjective and therefore relative stance, we also opted to introduce self-reported measuring of success, and apart from the questions related to success in the market of freelance translators, both groups of freelance translators that participated in our study were asked whether they consider themselves successful or not and to provide their own definition of success (as part of the questionnaire and the e-mail interview). In this section, we will analyze the qualitative data we obtained in form of answers to this particular question.

First of all, analysis of the statements of those freelance translators who said they did not consider themselves successful will be provided. They all belong to the group of AFT and their number is 21 (out of 94 respondents in this group). The idea behind this is to spot their weaknesses and areas of improvement and to use the identified “missing segments” in the final definition of success.

Common patterns present in 70-75% of the cases, and detected by help of the qualitative analysis of the answers (by help of Textalyser and Hotjar’s) are as follows: not enough clients, lack of financial sustainability, need for improvement of time management skills (long working hours and almost no free time, need for more rest, “progress in the holiday management department”) and psychological skills (mental strength, persistence, enduring the hardness of starting a freelance career), need for professional development and constant learning, obtaining (more) direct clients in order to exclude the entire dependence on jobs provided by agencies.

Since every freelance translator has their own definition of success, it is difficult to come up with a definition that unites all the ideas suggested by the respondents in this research.

Nevertheless, most of the definitions provided by 35 TRFT and 94 AFT (here we consider all responses, because despite the fact 21 of 94 AFT did not consider themselves successful freelance translators, they provided their own definitions) share certain common features detected during the qualitative data analysis, which helps determine the final definition of success.

For 70% of the respondents, success is the chance to live and pay the bills simply from that. Successful freelance translators can also be characterized by regular work and income (67%), work-life balance (63%), good reputation with their customers/translation agencies (61%) and established specialization (58%).

To support the aforesaid summary with examples, several excerpts from respondents' definitions of success are paraphrased below. For instance, one of the AFT stated that successful freelancers should always deliver value to their customers, perform well notwithstanding the inconveniences in unknown circumstances they might experience or when they need to work under pressure. Furthermore, they should know that success in freelance translation is long haul, development is continuous, but constant as far as quality, scope, incomes and satisfaction, and necessities consistent effort to be sustained.

For another respondent of the group of AFT, being successful implies investing constantly in oneself, learning continuously, doing more research. Furthermore, one of the TRFT named the following prerequisites to become successful: to give high caliber, to be committed to work, to be meticulous, willing to live up to customers' expectations and have a professional approach. Keeping up a healthy lifestyle is additionally a major piece of the success.

Since the e-mail interview was conducted with top-rated freelance translators, we asked them:

“What has been your greatest career success so far?”

What 80% of them have in common are the recurring clients, positive feedback and recommendations from clients, income stability, long-term presence at the market of freelance translators and proper work-life balance.

In the end, we are exploring the definition of success in freelance translation according to the responses received by the top-rated freelance translators, when they were asked:

“Since you have already established yourself as a successful freelance translator, please provide your own definition of success.”

To that aim, first we are quoting several definitions derived from the qualitative data obtained from the e-mail interview:

- “Being considered a serious professional by one's peers and recommended by one's clients to new clients.”
- “Be passionate about your work and ask for and accept feedback.”
- “Freedom to manage your own work and possibly your own life.”
- “Be happy and content about what you do, to not consider it (hard) work, and finally to be able to live of it.”
- “Success = being able to choose your clients and work at your own pace.”
- “Regular customers, lots of free time, enjoying my work.”

To conclude, the analysis of the qualitative data demonstrated that for more than 80% of the respondents, success is related to having enough, and regular customers, earning a decent income that allows for financial stability and good quality life, having a positive reputation, and having lots of free time for extracurricular activities.

Taking into account the overall qualitative data received from both group of freelance translators who provided their own definition of success, the results of the analysis in the studies in Chapter 4, and the theoretical framework provided in Chapter 2, we therefore provide the following comprehensive, but non-exhaustive summary of the notion of success seen through the prism of freelance translators:

Success from the point of view of freelance translators can be characterized as: being viewed as a genuine professional by fellow translators and customers and recommended by them to new customers, having an expanded workload and creating satisfactory income, bringing home the bacon and getting perceived as a leading translation service provider, having returning and happy customers and community appreciation, having the option to live comfortably on the pay as a freelance translator, being satisfied with the job, and appreciate and cherish it, having a quality personal life, i.e. enough (or preferably a lot) a lot of free time to spend with the family and friends, be passionate and energetic about the work and request and acknowledge criticism, earning enough for quality of life, be recognized as a

professional, i.e. solid quality supplier, knowing your qualities and shortcomings, making an effort not to break the trust of the customer, being patient, persistent, optimistic, having the freedom to deal with your work and own life, providing meticulous service, being devoted to work, as well as keeping up a healthy way of life (regarding eating routine, working out, maintaining a tasteful degree of joy, being mindful), having the option to save on a regular basis, and having cash for extras such as traveling and other types of entertainment, living on the freelance translation business without dumping the rates in order to get projects, being happy and content about the job, having the option to pick the customers, having enough work at the desired rates and from recurring clients.

Lastly, we provide our final definition of success in the area of freelance translation: *Successful freelance translators have a solid customer base and can impose their desired rates, feel happy and passionate about their job, and are able to making a living of it, while at the same time maintaining a favorable life/work balance.*

5.3 The model strategy for success

In this section, we present the model strategy for success in the market of freelance translators. We revolve the strategy around the established definition of success and the freelance translator's competence model. On the basis of the abovementioned definition, successful freelance translators are characterized as successful through the prism of three segments parts. Thusly, we break down the definition of success into those three parts that are the building blocks of success:

- To have a solid customer base
- To be able to impose the desired rates and to make a living of the freelance translation profession
- To feel happy, content and passionate about being a freelance translator and to be able to make a balance between the private and professional life

Those freelance translators capable of achieving the above stated goals can be classified as successful, according to the definition of success. For instance, we can check these goals against the data obtained from TRFT through the e-mail interviews and the diary study. To verify whether TRFT fulfill the criteria prescribed by our definition, we can compare the goals implied within the definition with the factual working patterns and lifestyle of the top-rated freelance translators. Results (already discussed in the studies in Chapter 4 and 5) show that apart from being top-rated professionals in their language pairs in the Directory of ProZ.com, freelance translators who participated in this study also meet the requirements

stated in our definition of success, and we can collectively designate them as successful freelance translators. The degree of success of every respondent separately could be broken down in detail in another future study, and for the time being we just make an aggregate analysis of the entire group of TRFT so we could reflect on the findings about their working patterns from the e-mail interview and the diary study when creating the model strategy for success. Namely, being top-rated implies attaining externally-judged success (as per Atkinson 2012, p. 64), mostly in terms of the status among the other professionals (in this particular internet platform) and in the number of jobs/clients, because 77% of these translators have a solid customer base¹⁰⁴. Furthermore, the analysis of their responses showed that they know how to fight against low rates and they do impose their rates¹⁰⁵, 100% of them claimed they feel happy, content and passionate about their job¹⁰⁶ (internally-based professional success, according to Atkinson 2012, p. 64), and are capable of making a living of it¹⁰⁷, since 74.3% of them are the main breadwinners in the family, while at the same time maintaining a favorable life/work balance¹⁰⁸ (because 88.6% of them said they managed to find enough time for entertainments and 77.1% of them said they made a balance between their private and professional life and spend enough time with their families and friends).

Goals prescribed in the definition of success were investigated in detail in the three studies we conducted in Chapter 4 and Chapter 5. Nevertheless, the analysis was done through different perspectives, that are as follows: description of the behavior of top-rated freelance translators and freelance translators in general and comparing the perception of freelance translators and clients, description of the daily activities of freelance translators, and description of the profile of top-rated freelance translators. To create the strategy for success, we use the analysis of the results obtained by these studies, especially by the third study that was conducted exclusively with the top-rated freelance translators, and we see it from the point of view of the goals of the definition.

¹⁰⁴ According to the answers to the question: Do you believe you have enough clients?

¹⁰⁵ According to the answers to the question: How do you fight against low rates resulting from the globalization of rates, but also from supply of services offered by unqualified translators?

¹⁰⁶ According to the answers to the question: In general, do you feel happy about being a freelance translator?

¹⁰⁷ According to the answers to the question: Are you the main bread winner in your family?

¹⁰⁸ According to the answers to the questions: Do you usually make a balance between the private and professional life? In other words, do you believe you spend enough time with your family/friends?, and Do you manage to have enough time for entertainment (going on vacation/trips, doing sport/hobby, etc.)?

In this section, we will again use the metaphor we made for the TET model, and by creating the model strategy for success we will enable the e-bike to navigate properly and find one of the easiest ways to the top, i.e. our objective is to help prospective freelance translators achieve success. Nonetheless, this is only a model strategy that can be later customized according to the different profiles of freelance translators and the circumstances in which they work. To begin with, we assume that freelance translators that are success aspirants possess the set of competences proposed by TET. In other words, they already know how to ride the electric bicycle. What they need is a highly reliable and accurate navigation system so as they could get to their final destination – become successful in the market of freelance translators. In other words, they need to work on engaging all the necessary skills and competence they possess and work on their continual improvement. To that aim, first and foremost, freelance translators should have a clear vision about what they want to achieve and build their strategy on the basis of that vision. The need for a strategy for success was confirmed by the case study we conducted, where 93% of the clients said that freelance translators should have a strategy for success.

Our model strategy for success is adapted to the goals stated in the definition of success in the market of freelance translators. The steps of the strategy are as follows:

1) Creating a solid customer base and maintaining it

Creating the customer base can be done by client hunting. Here we present the valid methods to achieve this goal used by the top-rated freelance translators who participated in our study. The most common methods used by TRFT are sending job quotes on the global internet platform for freelance translators (used by even 85.7% of them), and being referred by friends/colleagues and former/current clients (54.3%). Clients, on the other hand use their internal database of freelancers to find professionals for their jobs, they use recommendations from other colleagues and freelance translators), and post jobs or contact freelance translators directly through the translation and other job sites. Therefore, the most common methods for searching clients, that are also confirmed by clients that are searching for freelance translators, is through the (translation) job sites and through clients' directories of freelance translators. In a nutshell, freelance translators need to register in clients' directory and to make sure they are 'visible' online, mostly by becoming members of the translation and job sites, such as LinkedIn, ProZ.com, TranslatorsCafe, etc., in order to increase their chances of finding clients. Furthermore, they should also make sure that both their colleagues and

current clients know that they want to be referred to other potential clients, ideally by specifically asking the existing clients if they know somebody that might use the services offered by the freelance translator. In return, freelance translators need to refer their colleagues. Helping others and being positive and proactive are crucial for success.

Other technique to find new customers is by utilizing a clear marketing strategy. Despite the results we received from our study, which depict the factual situation among the TRFT (20% of the TRFT have their own websites, 20% of the TRFT do not use any advertising techniques for promotion, and 60% of the TRFT claim that their only marketing tool is by being paying members of some of the translation sites), the analysis also showed that 40% of the TRFT and 56.4% of AFT chose marketing as an important segment of freelance translators' career.¹⁰⁹ As we can notice, the need for marketing is more pronounced in the case of all freelance translators in general, a phenomenon that can be interpreted as lack of interest or time or eventually no need for new clients in the case of TRFT. All things considered, advertising always ought to remain some portion of the freelance translators' business, regardless of their status and current degree of achievement. Getting established does not suggest that they should quit looking for new opportunities, on the grounds that, particularly when working with few major customers, it could easily happen that a couple of these customers stop sending them projects (and the reason can be various), and that is something that freelance translators ought to consistently have as a primary concern. As such, freelance translators that are capable of providing top quality translation, and are committed to excellence, in terms of building a rich portfolio by working on different projects, need to properly develop and maintain their marketing-related mindset and to advertise actively their business, since promoting can bring them new or potentially more customers.

Owning a personal website is another method for promotion, especially considering the nature of the internet freelancing, where the web is both their virtual and factual workplace, and is the focal point for all web-based promotion of freelance translators. Clients visit the web marketplace to discover new candidates for their projects, and freelance translators use the web to give information to their potential clients.

¹⁰⁹ According to the answers to the question: In your opinion, which of the following segments is/are the most important if you are to pursue a successful career as a freelancer?

In fact, 74% of the TRFT and 76.7% of the clients who participated in our case study confirmed the need for personal branding, as they find them useful for gaining the status of a top-rated freelance translator. In that sense, freelance translators should consider adding a logo as part of their business in order to signal that they are serious professionals.

Other recommended methods for promotion, used by TRFT, and proven as effective are: sending curriculum vitae, business cards, blogs, translators fora, specialists fora, attending congresses, conferences, courses, seminars specifically for translators or seminars related to freelance translators' specialties. This was proven by the study we conducted in which networking and professional development were rated as important segments for finding clients and subsequently achieving success by both freelancer translators and clients (66% by AFT, 51% by TRFT and 60% by clients).

And last but not least, all freelance translators evaluate the importance of the simplified framework of competences and skills suggested in the survey and e-mail interview (linguistic, technical, psychological and business skills and competences) almost equally, and the only difference is that AFT value business skills more than TRFT (89 vs. 66%). Clients, on the other hand, do not value highly business and psychological skills. We do not know the reasons behind their decision, but this topic could be an intriguing one for a potential new study. Our hypothesis is that clients have not put themselves in freelance translators' shoes and do not realize the importance of these competences and skills.

Another potential method for finding new clients is the membership in professional associations. The fact that 60% of the clients prefer to work with freelancers involved in professional organizations is a signal for the freelance translators that they could gain a better status among their clients if they are members of such organizations.

As per the results of the case studies, 71.4% of the TRFT do not measure their customers' satisfaction in a specific way, apart from the implied affirmation when the customer becomes a regular one and they gain new clients thanks to the recommendations made by that particular client. This is a clear signal that those freelance translators who keep their clients happy and content are likely to maintain and expand their customer base. To achieve this goal, they need to have the interpersonal skills referenced under the entrepreneurial competence in TET.

When we asked clients

“Which of the following ProZ.com professional guidelines do you believe you as a translation company/client and translators that you work with should adhere to?”,

80% of them (out of 30 in total) claimed that freelance translators should accept only work that you have the knowledge, resources and time to perform in line with agreed-upon terms, 60% of them said the freelance translators should represent their capabilities, credentials and levels of experience honestly and accurately, whereas 43.3% of the clients believe that freelance translators should be courteous in their interactions with clients, potential clients, suppliers and colleagues. In other words, apart from the quality of the service provided, being honest and polite is yet another asset of the freelance translators, as it increases the chances of keeping the customer base stable and growing.

Methods used by TRFT to deliver top quality service and keep their clients happy are as follows:

- Thorough preparation for the translation project. Analysis showed that before accepting the task, 85.5% of the TRFT always check the subject matter of the project, the word count, the file format, and the deadline.
- Following a specific customer procedure. TRFT follow specific customer service procedure as well. As already discussed in the previous section, 85.7% of the TRFT communication with their clients by e-mail, and 71.4% of the TRFT specified that they respond to clients' e-mails promptly, and deliver high quality translations on time, because they are aware that if they do not respond to customers' inquiry quickly and if they do not deliver the job within the deadline, they might lose the opportunity and the customer respectively. In fact, punctuality was chosen as the most important factor that adds value to the translation by 97.1% of TRFT, and what clients appreciate the most is the quality/price ratio. Therefore, freelance translators should consider the quality/price ratio factor as a significant factor for gaining new clients and maintaining the current customer base.

Another important segment for charging higher rates than the competition is by applying strict checking/validation procedures and having quality assurance policy. As discussed previously, all of the TRFT do their best to deliver top-quality service, and 69% apply the

following procedure: translation -> proofreading (by an external linguist) -> QA -> final proofreading before delivery. Nevertheless, despite being committed to 100% quality service, none of the top-rated freelancers has been registered to any of the ISO standards, mostly due to the high price of the registration (given as a reason by 80% of them). Furthermore, the importance of the prompt delivery was confirmed by 76.7% of the clients when they were asked “Do you apply strict measures toward translators who miss the deadline?”

Customer service should also entail:

- Asking questions regarding the project in case of any uncertainties. As previously stated, 100% of the clients appreciate when translators are asking questions about the project.
- Following up with the delivered project to make sure the customer is content with the service received and check if there are any other related tasks. This was declared by 25.74% of the TRFT.

All in all, freelance translators can get clients, extend their customer base and get established in the translation industry by providing high quality translations on time, working hard and being persistent and by achieving online visibility. This was declared by 80% of the top-rated freelance translators.

And last but not least, freelance translators should consider working full-time instead of part-time, because that increases the chances of getting more clients according to the survey. In fact, 90% of the clients prefer to work with full-time freelance translators, and the percentage of TRFT that work full-time is also high (74%), facts that lead to a conclusion that full-time freelance translators have better chances to be hired and eventually to succeed.

2) Imposing the desired rates and being able to make a living of working as a freelance translator

To achieve this goal, freelance translators need to, first and foremost, actuate their entrepreneurship competence by understading its value, and to recognize the value they bring to their customers. In other words, they should become aware of what distinguishes them from the other freelance translators (Whitty 2018: 45). Having an unmistakable idea regarding the value of the service they offer to their customers is the key to acknowledge and perceive their value.

Furthermore, they should concentrate on growth. People who accept that their talents can be developed (through diligent work, contribution from others and well-thought-out techniques) have a growth mindset. In general, they can accomplish more than the individuals with fixed attitude (the individuals who believe that their talents are inborn blessings). This is on the grounds that they stress less over looking smart and they give priority to constant learning (Dweck 2006, p. 57). In this regard, freelance translators ought to have perseverance and confidence and to continuously work on finding those particular customers that need the specific services that freelance translators can offer and complete at the highest possible quality level. Once freelance translators become well established, they may have the privilege to pick the projects they want to work on and to accept only those types of jobs that fall in the scope of their expertise, but they also appreciate doing it.

When setting their rates, freelance translators should always do their best not to underestimate their efforts and expertise needed to complete certain task and to value their labor accordingly. In other words, they need to attempt to see their business not as a simple trade exchange process, but as offering unique value needed by their customers.

Price formation strategies were discussed at most of the focus groups that were conducted as part of the case study for this research. Our conclusions are as follows: On the one hand, 18 out of 20 participants (90%) said they charge a minimum fee, justifying it with the time it takes to download/upload the material in question, to complete the project, and to prepare the invoice. However, 70% of them usually make exceptions when working for regular clients, bearing in mind the total word count they receive on a monthly/annual basis from that particular client. Furthermore, they take into consideration the inactivity period(s), all external costs and the opportunity costs of their education and professional development. On the other hand, they also apply surcharges in certain instances such as urgent or weekend jobs, or working with non-editable file formats, and discounts when working on projects with fuzzy matches, huge projects, or expected long-term cooperation. Other criteria used when setting the prices, referenced during the focus groups are:

a) Costs for setting up the business (laptop/PC and its peripheral units; software, CAT and QA tools, subtitling tools, desktop publishing tools (if necessary), reference materials, internet connection, cost for office rental and furniture (if not working from home)

b) Regular costs (for reference materials, maintenance and updates of the PC/laptop and software, IT accessories, membership in professional organizations, website, professional development (seminars, courses, conferences), security systems, office material, marketing (participating at congresses, conferences, powwows, etc.), office rental, taxes, retirement and social security fees and freelance translators' fee (if applicable, depending of the legal regulations in force in the fiscal residency of the freelancer), overhead costs (utilities), administration/management, IT administration, internet and phone, other miscellaneous costs (transport, petrol, different types of insurance (medical, vehicle), bank and/or online payment platforms fees and costs derived of exchange rates fluctuations).

When setting the rates, freelance translators should never devalue themselves by charging low rates that would not enter the vicious circle of working non-stop and for lots of clients and still not being able to make ends meet. Items that should be considered when creating a pricing strategy are: productivity and average hourly output, the target mensual or annual income including the administrative expenses, knowing the normal market rates for comparable services, establishing a pricing range, being able to convey the value of the service when negotiating and attempting to raise the rates, creating different packages of services (for example, offering discounts for big projects), knowing how to raise the fees (Whitty 2018a, p. 7).

TRFT know how to fight against low rates and tend to protect their professional dignity by giving value to their services. As already seen, 57.72% of the TRFT refuse jobs that are underpaid, with only 25.74% of the TRFT that are sometimes willing to negotiate the rates. Furthermore, TRFT justify their higher rates by adding value in terms of specialization, going the extra mile by offering more services and introducing some novelties and occasional 'gifts' for their regular clients, or offering lower rates for the first job as a token of future cooperation.

When asked to state the most important segments needed to increase the chances to be hired by clients, and consequently to pursue a successful career as freelancers, all respondents pointed out the paramount importance of the experience, specialization and professional qualifications. Specializing in certain area and becoming a trusted expert may also help freelance translators to impose the desired rates. As discussed previously in the first study of our research, 90% of the clients prefer to work with freelance translators that specialize in

some area, whereas freelance translators do specialize, but their specialization does not always depend on their preference (34% of TRFT and 50% of AFT were in a position to choose the desired specialization). Nevertheless, they are flexible and can easily adapt to the market needs by specializing in other field for which there is a demand in their language pair and in those particular circumstances.

In the event that they are in a situation to pick their specialization, they should base it on their past expert experience (if any), pick an area that they are enthusiastic about and appreciate learning about. They should recognize what they would prefer not to work and to automatically eliminate these areas. Next, they should pursue and discover the well-paid and popular areas. Moreover, they should think about their pastimes and interests, since they can find their niche in specializing in these areas that they are good at and know a great deal about. They should also read literature related to their specialization and never stop learning about it, learn new vocabulary and create glossaries (Whitty 2018a, p. 16).

Other asset that may be helpful when imposing the rates is the proper education and/or experience. Freelance translators with formal degree in translation are more appreciated by clients according to our survey, since 70% of the clients prefer to work with such freelancers. However, only 29% of TRFT have formal education (but 71% of AFT have it), a contradictory fact that might be an intriguing topic in a future research. One of the answers that might clarify the status of TRFT and the fact that they have established themselves as serious players in the translation industry without having a formal degree in translation (despite the clients' preferences to work with those with relevant degree) is that TRFT might have worked very hard on their professional development and might have gained the necessary knowledge and competences via non formal education. All things considered, having formal education in translation adds value to the professional status of the freelance translators may help them get higher rates if they use it as a trump card (formal education need to be accompanied by flawless service and complemented by possessing entrepreneurial and technological competences).

Imposing the desired rates and even charging higher ones can also be justified by offering more than one service, i.e. by diversification of the services (becoming one-stop shop provider of services, such as translation, proofreading, editing, subtitling, transcription,

reviewing, desktop publishing, machine translation post-editing or neural machine translation post-editing, etc.), decision that requires opportunity seeking and risk taking skills, as well as openness toward learning new skills (all listed under the entrepreneurial competence in TET), mastering the CAT tools and other translation software (technological competence under TET), and working on the professional development by being up-to-date with the novelties in the translation industry. Studies from Chapter 4 proved that both freelance translators and clients unanimously agree on the huge importance of these segments. Furthermore, the last study demonstrated that all TRFT unanimously agree on the need for training programs, membership in translators associations, certifications, continuous education, and even 86% of them allocate time for such activities.

Imposing the desired rates and making a living by working as a freelance translator are closely connected to the official registration of the business. We did not include any questions regarding the legal status and tax obligations of freelance translators in the questionnaires and e-mail interview, because we considered it a technical issue not related to the objectives of our research. Nevertheless, freelance translators should not neglect the financial and economic literacy (referenced under the workplace entrepreneurship competences) and be aware of the legal regulation of the freelance translation profession in their respective countries and should undertake the necessary steps to officialize their business (where applicable) first and foremost to use the social security and pension benefits. In this context, we will paraphrase Akhrameev (2016, no page available) who points out that freelance translators should consider registering their business due to the fact that the official registration is closely connected to the following advantages:

- It may help freelance translators stand out of the crowd, due to the potential credibility they gain by registering.
- It may help freelance translators in terms of issuing invoices and having a business account for receiving payments, certifying translations with a stamp, and increasing the number of clients.
- It may imply better social security, because paying pension and social contributions may help freelance translators secure their future.
- Registered freelance translators may have a better legal protection in case of claims due to the on contractual relations they can count on.
- Freelance translators may enjoy many tax-related benefits depending on the tax schemes of their country of fiscal residence.

In this vein, when we asked TRFT whether they would move to another country and/or register their business in another country to benefit from the lower taxes, only 23% of the TRFT, and 43% of AFT stated that they would.

Another issue is the professional liability insurance (that differs from country to country), and is not covered by our research for similar reasons as the legal regulations and tax/social security obligations. Our attitude is supported by Baker (2008, ch. 7) who is in favor of purchasing both health insurance and professional indemnity insurance (to cover for potential serious translation mistakes), and furthermore considering private pension as a form of supplementary financial security.

And last but not least, freelance translators should develop a strategy for making the non-payers pay. Our study shows that 62.9% of the TRFT send reminders to the non-payers, and 37.1% of the TRFT write a negative review in the specifically designated pages within the translation marketplace sites.

Baker (2018, ch. 16) advises that freelance translators should always check whether clients have received their invoices. In case they have not, freelance translators should get in touch with them and resend the invoice with amended payment terms, as it is already over due. Moreover, freelance translators should try to explain that as sole traders, they depend on the income from that invoices (and other invoices for projects done for other clients). Furthermore, freelance translators in the EU, for instance, are secured by the Late Payment Directive 2011/7/EU (freelance translators should check their applicable legislation in order to determine the relevant regulation that protects them against non-payers), and may threaten the non-payers and actually charge a compensation and interest rate for overdue payments - an action that is unfavorable for the clients. In this context, only 25.7% of the TRFT in our study phone the clients and kindly ask them to pay their invoice as soon as possible, whereas 8.6% of them threaten the clients that they are going to sue them.

3. Feeling happy, content and passionate about being a freelance translator and making balance between the private and personal life

In order that people may be happy in their work, these three things are needed:

They must be fit for it. They must not do too much of it.

And they must have a sense of success in it.

John Ruskin

As previously mentioned, all TRFT (100%) feel happy about being freelance translators. This fact speaks volumes about the need for feeling strong passion for the vocation, because if freelance translators love their job and feel happy and passionate about it, then they could use their full potential and become successful. Therefore, all prospective freelance translators should be advised to be honest with themselves and to consider working as freelance translators only if they love translating and if they believe they can be a good freelance material.

Besides the passion for producing high quality translations on a daily basis, the most common reasons given by TRFT for loving their job as freelancers rather than as in-house translators are the flexibility (flexible working hours, flexible workplace) and the independence (“being own boss” attitude), perks selected by 87% of the TRFT.

Nevertheless, prospective freelance translators should have a clear image of the freelance translation profession before they decide to enter the industry. As referenced by Burke (2008, p. 7), successful freelance translators frequently begin by assessing their very own skills and character, particularly their capacity to work solo. When they have an unmistakable understanding of their weaknesses and once they know what they have to enhance, then they could start working on realizing their solid goals. Freelance translators should be aware that there is unquestionably more to being successful as a freelance translator than the ability to produce good translation, and that they need to develop the entire set of skills and competences referenced in TET - the model of freelance translator’s competence.

As previously discussed in Chapter 2 of the thesis, success can be internally and externally-judged. Internally-judged success is related to the personal satisfaction (Atkinson 2012, p.

65). Personal satisfaction of TRFT is achieved by being the main breadwinner in the family (claimed by 74% of the TRFT), but also by maintaining a lifestyle that make them feel healthy, fulfilled and happy (claimed by 89% of TRFT). Therefore, freelance translators should consider establishing their personal norms of lifestyle that could help them always stay motivated, productive and healthy.

Being well organized and productive - skills referenced within the Entrepreneurial competence (Entrepreneurship technical competences and workplace competences) in TET - is another crucial pre-requisite for success. Organizational skills can be manifested by maintaining the right balance between the personal and the professional life. That balance, on the other hand, can be achieved by:

- Increasing the productivity

Freelance translators need to be self-disciplined, self-efficient and self-confident and to stay 100% devoted to their job (entrepreneurial competence) in order to become successful. In this regard, TRFT depicted their methods for achieving high level of productivity and organization, and 90% of them¹¹⁰ declared that productivity can be increased by setting regular working hours, finding an ideal working rhythm, planning the work activities in advance, prioritizing certain tasks, and having a dedicated workplace.

- Developing good time management skills

The importance of these skills was highlighted by 100% of the clients who claim that freelance translators who want to succeed need to develop such skills. On the other hand, 66% of TRFT believe they have this type of skills.

- Developing methods to avoid the physical and mental burnout

Taking into consideration that freelance translators' job is a sedentary one, they need to find time for exercising in order to stay physically healthy. Study results show that 67% of TRFT manage to avoid physical burnout. Moreover, they need to learn how to cope with the stress (54% of the TRFT and 66% of AFT said that their professional life is stressful). To achieve that, they need to possess strong psychological skills, listed under the entrepreneurial competence (i.e. the first block named *Personal effectiveness competences*) in TET. These

¹¹⁰ According to the answers to the e-mail interview question: Do you have any tips in terms of organization and productivity?

skills are needed to cope with the slow periods, when there are no projects on the horizon, i.e. periods of “famine”. Freelance translators need to retain the optimism and stay strong and motivated while coping with such unfavorable periods, and they should understand and acknowledge that freelance translation business can be rather unpredictable due to the high tides and low tides. Successful freelancers know how to surf and navigate properly under such extreme circumstances. 85.6% of the TRFT said they can retain the positive attitude and stay strong and positive when faced with periods of famine.

- Spending enough time with the family/friends and managing to find enough time for entertainment (vacation/trips, sport/hobby, etc.)

77% of TRFT spend enough time with their family and friends and 89% of the TRFT are able to find enough time for entertainment, according to the results of our study. The list of extra-curricular activities is provided in detail there. Here, we will highlight again the importance of the vacation.

Vacation is important for freelance translators' efficiency, motivation and overall well being, and furthermore enables them to connect with their family and friends, or to travel solo and, thusly, have time for being by themselves. Burke recommends that freelance translators ought to take into consideration “the significance of the “you time”, and to save regular time for themselves to appreciate life, by spending couple of hours alone on activities they enjoy” (2008, p. 139). This may appear as though a luxury for those freelancers that have a family or partner asking them for their attention, yet they should not neglect the importance of this time (ibid.). As far as the vacations are concerned, freelance translators should try to prepare themselves well ahead of time, to inform their clients that they will not be available during that period, to try to relax and to disconnect themselves from everything related to their job while on vacation, and upon return, to tell their customers that they are back and readily available for new projects (Whitty, 2018, p. 68).

To conclude, prospective freelance translators who want to become a real-life success story in the market of freelance translators should acquire the competences of the freelance translator's competence model TET at the highest possible level and to consider the strategy for success, which is summarized below:

1. Set a clear vision about the career as a freelance translator
2. Create a marketing plan to build a solid customer base
 - Register in translation job portals and other job sites and improve the online visibility
 - Register in clients' directories of translators
 - Create a personal website
 - Invest time and money in networking and professional development
 - Become a member of a translators association
3. Develop a thorough customer service procedure to keep the clients happy and convert them into returning customers
 - Be punctual and responsive
 - Deliver 100% quality and be ready to boil the ocean
 - Develop a specific financial plan and pricing strategy
 - Quality assurance procedures
 - Consider working full-time
4. Justify the rates by the value added offered in form of:
 - Experience
 - Specialization
 - Professional qualifications (preferably degree in translation)
 - Diversification of services
 - Use of CAT tools and other software for translators
5. Consider registering the translation business (mostly due to the social security and pension benefits) and buying professional indemnity insurance.
6. Develop a strategy for collecting the overdue payments from late-paying customers and non-payers.
7. Only those who love translating and who believe they can handle the challenge of being a freelancer should become freelance translators.
8. Develop and master the organizational skills in order to establish an efficient work-life balance and to stay passionate, motivated, satisfied, happy and healthy.
 - Increase the productivity and work on developing the time management skills
 - Find own methods to avoid physical and mental burnout, such as:
 - a) Spending enough time with the family and friends and always set aside time for relaxation and entertainment.
 - b) Taking time to yourself
 - c) Learning to deal with period of stress and 'famine'

And last but not least, freelance translators should always stay open to the new opportunities and the constantly changing business environment. Newcomers in the industry should be patient, persistent and dedicated to their career and their goals, should keep up with the constant developments and should be aware that Rome was not build in a day, and that despite having an ultra-modern e-bike and the most technologically advanced navigation system, it takes time to reach the top and become successful.

Note should be taken that the presented model strategy for success is a result of our findings obtained through a thorough research. However, its validity has not been tested and we plan to implement another study where we can test its strengths and weaknesses. Moreover, it is very flexible and can be customized depending on the needs and requirements of their users.

In the end, we will quote the motivational philosopher Jim Rohn (as cited in Canfield & Switzer, 2005, p. xviii) by pointing out that: “You can’t hire someone else to do your push-ups for you.” In other words, freelance translators that consider themselves success aspirants must do the push-ups themselves in order to get some value out of them. Regardless of the type of the activity involved on the road to success, freelance translators will need to do it, and nobody else can do these things for them. This model strategy for success is only the road map, but they should ride and navigate their electric bicycle alone, i.e. they have to apply the acquired competences and invest lots efforts in order to succeed.

Synthesis

This Chapter entails the third study of this research, the final definition of success in freelance translation and the model strategy of success in the market of freelance translators. The first section includes the study in which we described the profile of a top-rated freelance translator. This study was based on the qualitative analysis of the data obtained from the e-mail interview conducted with the top-rated freelance translators and its goal was to determine the common features of their professional profile in order to apply the findings for creation of the model strategy for success. Where pertinent, we used the analysis of the answers provided in the clients’ survey in order to have a clear understanding of both ‘sides of the coin’, i.e. to create a model strategy for success that reflects both the best practices of top-rated freelance translators and the preferences of their clients. In the second section we provided the definition of success in freelance translation that is based on the theoretical

framework provided in Chapter 2, the results of Study 1 and Study 2 (from Chapter 4) and the qualitative analysis of the personal definitions of success provided by all freelance translators who participated in this research (both top-rated and others). In the last section, we presented the model strategy for success in the market of freelance translators that revolves around the definition of success. Nevertheless, its foundation is the freelance translator's competence model TET, as a *conditio sine qua non* for success aspirants interested in testing this model strategy.

CHAPTER SIX - CONCLUSIONS

The final Chapter gives a rundown of the contributions of this work, as well as guidelines for future research. In Section 7.1 we present the general conclusions. In Section 7.2 we make a summary of the contributions. At last, Section 7.3 layouts the guidelines for future work.

6.1 General conclusions

In this thesis, we discussed the concept of success in freelance translation and we analyzed it from the perspective of the available literature concerning translation studies and freelance translation, but also from other fields (positive psychology, self-help and personal coaching, and human resources and professional development) in order to provide a firm theoretical framework.

The purpose of this research was to define success from the point of view of freelance translation not only by analyzing the existing theoretical framework, but also by using the empirical evidence obtained through the instruments used to conduct the case study. Moreover, we analyzed the freelance translation profession by distinguishing the two types of translators (freelance and salaried), by reviewing the legal regulation of the profession, methods used for translator's training and professional development, as well as networking and cooperation. Freelance translators, unlike the salaried ones, work in completely different circumstances in terms of legal regulation. They work online, and they rarely meet their clients in person. Moreover, they need constant training for professional development in order to stay up to date with the current translation industry trends and they network and cooperate through various for a, seminars, conferences, as well as by being members of translation associations. Since no specific translation competence model exists that refers particularly for freelance translators, we made an effort to fill this gap by proposing TET – the model of freelance translator's competence. Furthermore, after having analyzed thoroughly the relevant existing translation competence models, we went one step further by introducing the entrepreneurial competence and propose a new model of competences applicable specifically to the freelance translators. The case study conducted by surveying freelance translators and translation clients from all over the world, conveyed rich and valuable data that were analyzed in three separate studies in order to provide results that helped us accomplish the three objectives of this dissertation: to define success in freelance

translation, to identify the competences of successful freelance translators and to propose a model strategy for success.

The key findings of our research were based on the quantitative data from the questionnaires and qualitative (descriptive data) from the e-mail interviews, focus groups and diary study. The descriptive data indicated numerous and different insights regarding the top-rated freelance translators, including the reasons for going freelance, customer service procedure they use, marketing methods (strategies for finding new clients) and imposing the desired rates, translation and quality assurance tools that they use, amount of work, their lifestyle and methods to balance between their private and professional live, their level of satisfaction related to their job, description of their working schedule and their extra-curricular activities in understanding more clearly the work-related activities of freelance translators. At last, the e-mail interview data (Section 5.1) demonstrated that top-rated freelance translators had a lot to say about the complexities of their work and about their way of perceiving success in the freelance translation profession.

Quantitative data referred to the working patterns of all freelance translators in general and top-rated freelance translators, and helped us analyze the behavior of these two groups of translators and identify the differences in the patterns between these two groups of freelance translators. Furthermore, we used these data to compare the perception of freelance translators and clients, in order to define the concept of successful freelance translator through the prism of the clients, and to highlight the importance of the customer service. Furthermore, quantitative data were used in the process of observation of the professional aspects of the career in freelance translation, and to describe the activities of freelance translator.

The only qualitative data obtained from the questionnaires for all freelance translators in general referred to the personal definition of success provided by each participant. Top-rated freelance translators also provided such definition. Additionally, these qualitative data concerning the definition of success were used to establish the empirical framework of the proposed definition of success in freelance translation, whereas its theoretical framework is on the other hand based on the state-of-the-art provided in Chapter 2. Both qualitative and quantitative data were used to create the model strategy of success and to confirm the set of competences under TET.

6.2 Contributions

The fundamental contributions of this thesis concern a theoretical discussion and an empirical examination of the concept of success in freelance translation, and result in creation of a model of freelance translator's competence (TET) and a model strategy for success in the market of freelance translators.

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These are the contributions resulted from the work introduced in this dissertation:

- This research revolves around the niche related to the freelance translator's competence, a new model that has not been referenced in the literature so far. Translation competence in general is a very popular topic for investigation, but no models exist concerning the competences of freelance translators in particular. The model of freelance translator's competence TET may represent a valuable addition to the papers on translation as a profession, and in particular to those on freelance translation as a separate field.
- No definition of success in freelance translation is available in the existing numerous studies and books in the area of translation studies. We contribute with such definition, based on both theoretical and empirical research. This definition encompasses the most important components that should be viewed as pre-requisites for the freelance translators who aspire to qualify as successful professionals.
- Furthermore, the extensive literature both in the area of freelance translation, translation studies and in other areas that touch upon the topic of success (positive psychology, self-help and personal coaching, and human resources and professional development) provides certain 'tips and tricks' for achieving success in the market of freelance translators, but no in-depth strategy exists that may serve as a practical tool on the way towards success. Our research showed that freelance translators need to have a specific set of skills and competences in order to succeed. Moreover, research participants confirmed the need for a specific strategy for success. To that end, we proposed a definition for success in the area of freelance translation, and a model strategy for success in the market of freelance translators that revolves around this definition and around TET. This model strategy could be a foundation of freelancer translators' career and can be adjusted to the needs of the freelancers. An analogy

could be made with house building. Freelance translators should have a solid foundation, above all. In fact, that foundation is the model strategy for success. However, there is no one-size-fits-all strategy, so freelance translators should consider generating a personalized version of the strategy that would be operational for them. Therefore, they can build a customized house that suits their taste and needs, i.e. they can choose the building materials, its exterior and interior design, etc. Thus, we consider the proposed strategy for success to be a relevant contribution to the translation studies and especially the internet freelancing and the freelance translation profession.

To conclude, this research presented a comprehensive study that differentiated the competences and skills of freelance translators and proposed model strategy for success that may be used by both freelance translators and translation students. Therefore, it can be considered a valuable theoretical and practical guide for everyone who wants to make a career in freelance translation. In other words, the value-added of this PhD research is the suggested road map towards success for freelance translators.

The particular spotlight on Internet freelancing may be fruitful to the scientific community in the area of translation studies, bearing in mind the timeliness of internet-mediated process of professionalization and its immediate implications for professional training. Author's own positioning as a member of the community of ProZ.com was a big challenge as it implied working on a study that brought up issues of participatory research.

The importance of this thesis is basically related to the fact that it is supported by research-based results derived from the questionnaires, e-mail interviews and diary studies made with freelance translators worldwide. Therefore, it offers a huge amount of empirical data obtained from freelance translators with different experience level, different language pairs, different specializations, different countries of origin, different age, different interests and after all - different levels of success in the market of freelance translations.

This model strategy would certainly not suit everyone's taste, but could be a valuable tool for current and prospective freelance translators willing to succeed, as it reflects real-life experiences, ups and downs, methods, patterns, strategies, pieces of advice on the way

towards success of freelance translators worldwide, and also clients perspectives on the same or similar issues.

6.3 Limitations of the research and future work

The results of this thesis set different new lines of research. We present some implications for teaching and further research. Alluding to teaching and research, we believe it could be possible to teach the TET model and the proposed model strategy for success, first by presenting the TET model and the model strategy for success and explaining both to student translators and newcomers to the freelance translation profession (both student and early-professional) how practicing freelance translators are affected by TET and by the model strategy for success, and why it is important to possess the set of competences of TET and to have a model strategy for success if willing to enter the freelance translators market and to succeed.

Teaching could be done within the formal education (as a module within the curriculum of translation students), or as a topic within the courses for professional development of freelance translators. Nevertheless, informal teaching could also be possible, by help of mentors and career coaches. We suggest conducting research projects in parallel with the teaching methods, in order to measure their effectiveness. Such research would likewise facilitate the integration of the model of freelance translator's competence more closely with the existing models of translation competence.

The validity of TET - the model for freelance translator's competence and the model strategy for success tested in genuine settings. We intend to conduct other study where we can test its qualities and shortcomings.

A consequent step is to practically adapt and test the TET model and the model strategy for success, by executing and assessing them in a particular setting and, if need be, to refine them as per the feedback received from the testers. Our chief idea is to test the TET model and the model strategy of success on translation students within the framework of a longitudinal study, in which we can follow the participants over the entire course of their translation studies (four or five years) and maybe several years after that (provided they choose a career as freelance translators). Such type of project could help observe the development of the

entire set of competences under TET, as well as the efficiency of the model strategy for success.

The rich data obtained by means of the research instruments may as well be used as a good material for a quantitative research, and it would be interesting to measure statistically numerous correlations, such as:

- having enough clients → being happy
- being the main breadwinner → being happy
- having enough clients → being the main breadwinner → being happy
- good time management skills → lower level of stress
- formal education in translation → more clients

In particular, the optimal level of acquisition of the entrepreneurial competence and its components can be tested and it could be determined whether some of the components are dominant over the others, or all competences are equally important. Other ideas for research are as follows: the value of the entrepreneurial competence through the prism of freelance translators and clients, or investigating whether all top-rated freelance translators from our research match the definition of successful freelance translators.

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ANNEXES

Annex 1 - Information sheet and Informed consent form

INFORMATION SHEET AND INFORMED CONSENT FORM

This information sheet and informed consent form refers to for the doctoral research project:

A model strategy for success in the market of freelance translators: key determiners.

This project is carried out by *Milena Chkripeska, PhD candidate at the Universidad Autónoma de Madrid, as of October 2019*, under supervision of *prof. Javier Ortiz García*, who acts as thesis director and principal investigator of this research. This form contains information about the procedure and general conditions of the study.

INTRODUCTION

We are writing to inform you of a research project in which you are invited to participate. This sheet provides information about the study so that you can evaluate and judge whether or not you would like to participate. We remain at your disposal to clarify any questions you may have and you can contact us at any time.

VOLUNTARY PARTICIPATION

Participation in this study is voluntary and you can decide not to participate or change your decision and withdraw from the study at any time, without causing any harm to yourself.

GENERAL DESCRIPTION OF THE STUDY:

The objectives of our research are as follows:

- to define success from the point of view of freelance translators
- to identify the competences of a successful freelance translator
- to create a model strategy for success in the market of freelance translators

To answer the objectives, we are conducting three studies:

1. Describing the behavior of top-rated freelance translators and freelance translators in general and comparing the perception of freelance translators and clients
2. Description of the daily activities of freelance translators
3. Describing the profile of a successful freelance translator

In order to conduct these studies, we need the following three cases: freelance translators in general, top-rated freelance translators and clients. In order to find individuals able to provide rich and thorough data regarding the topic of investigation, we use purposive

sampling. Freelance translators and clients are chosen by *typical sampling*, i.e. they are all working either as freelance translators, or they are all working with freelance translators (in the case of the clients), as this strategy assumes we have a profile of the targeted attributes possessed by an average freelance translator or an average client. In order to reach the planned number of participants for the survey designed for all freelance translators in general, we also use other sampling strategies, such as opportunistic sampling and snowball sampling. On the other hand, top-rated freelance translators are chosen by *homogeneous sampling*, i.e. we choose participants who share some relevant experience to our study so that we could identify common patterns in this group with similar characteristics, and by *criterion sampling*, by choosing participants that meet certain predetermined criteria, i.e. being top-rated in the ProZ.com directory of freelance translators.

To answer the objectives of the thesis, we conduct group discussions (focus groups), a survey comprising two questionnaires, an e-mail interview and activity tracking experiment by help of diary. Please note that there will not be any audiovisual recordings. Questions of the survey and the e-mail interview are designed in order to observe the working practices currently used by the participants, especially by highlighting the importance of their competences and skills. Moreover, questions are aimed at complementing the definition of success provided by the state-of-the-art, confirming the necessary competences of every freelance translator, and at helping us create a model strategy for success in the market of freelance translators.

a) The questionnaire for all freelance translators in general is a combination of open and closed questions and Likert scales. There are 45 questions in total, and three of them are open. Questions are divided into four groups.

b) The questionnaire for clients comprises 32 questions with only one open-ended question. They are divided into three groups.

c) Group discussions conducted at the powwows are on topics related to the everyday life of freelance translators, their working routine, potential strategies they apply for development of their career as freelancers, balance between their private and professional life, etc.

d) The e-mail interview for top-rated freelance translators comprises 56 questions in total, out of which there are 20 open-ended questions. These questions are divided into two groups.

e) As far as the diary study is concerned, it consists of a two-week-long activity tracking, where participants are asked to record their daily activities every 2 hours (for 16 hours per day) during the first week, and to write a short report regarding their daily activities at the end of each day during the second week.

With regard to the timing for participation in the research, filling out the questionnaires, email interviews, participating in group discussions and in the diary study will be conducted throughout the study. *Milena Chkripeska* will contact you to let you know the date and time, and the most appropriate place to come and participate at the powwow or to fill out the online questionnaire.

BENEFITS AND RISKS DERIVED FROM YOUR PARTICIPATION IN THE STUDY

You will be informed about the possible inconveniences or risks that may arise from the study, if any. Likewise, we would like to comment on the academic objective of the work and the fact that, regardless of the expected social benefits, it is possible that you will not obtain any benefit from participating in this research.

CONFIDENTIALITY

The treatment, communication and transfer of personal data of all subjects participating in the study will comply with the provisions of [La Ley Orgánica 3/2018 de 5 de diciembre de Protección de Datos Personales y Garantía de los Derechos Digitales](#). In accordance with the provisions of the above stated legislation, you can exercise the rights of access, modification, opposition and cancellation of data, for which you must contact the main researcher of the study.

Data related to the identity of the participants will be irreversibly deleted (anonymization), and privacy will be guaranteed for coded data (encryption). All the information you provide will be stored in a safe manner, whereas the information related to your identity will be kept separately. The access to the data is restricted to those involved in this research. If some of your information is used in publications or presentations, researcher *Milena Chkripeska* will make sure that no reference is made to your identity. Personal data will be treated according to the General Data Protection Regulation of the EU and the corresponding laws on personal data protection of the five countries where we organize the powwows: the Spanish Personal Data Protection Act ([Ley Orgánica 3/2018 de 5 de diciembre de Protección de Datos Personales y Garantía de los Derechos Digitales](#)), the Macedonian Law on Personal Data Protection, the German Federal Data Protection Act,

the Hungarian Act CXII of 2011 on the Right to Informational Self-Determination and Freedom of Information, and the Dutch Personal Data Protection Act.

Those data that would allow a participant to be identified shall be kept in a separate place throughout the project and an anonymised code shall be used during the analysis of the data and at publication time. Moreover, personal data will be destroyed after a period of time needed for completion of the PhD dissertation, including its defense, and for writing and publication of any academic paper(s) related to this research. Personal data will be kept up to 5 (five) years from the date of their collection and will be guarded by the director of the thesis, prof. Javier Ortiz García, who is the principal investigator of this research.

In no case will personal data be included or identification of participants be allowed in case of dissemination of the results to other entities, in journals or scientific meetings.

ECONOMIC COMPENSATION

Your participation in this study will not incur any expense.

This Inform Consent Form comprises two copies that have to be signed by the participant and the researcher, and each one keeps.

Thank you for your interest in this PhD project. This document describes what you will be asked to do for the project, and also details the permissions that we would like to you give us. Read the document and please sign it (at the bottom part of this page) confirming that you understand and agree with the conditions of this study. If you have any questions, please feel free to ask.

- 1) You give permission to *Milena Chkripeska* to take notes of your observations and informal talks within this powwow or email conversation in the duration of the study. No audiovisual recordings will be taken.
- 2) You give permission to *Milena Chkripeska* to use these notes as a source of information to perform the research project, which may lead to the publication of scientific articles and the presentation of work at scientific conferences.
- 3) You agree to participate in the interview and fulfil the required tasks related to the research by filling out the questionnaire, email interview and/or diary study. The duration period of the interview and the required tasks would be 2 weeks, whereas you will need about 15 minutes to fill out the questionnaires provided at the

powwow or by email. The interview will be conducted by *Milena Chkripeska*, and email will be used as a communication medium.

We are very grateful for your help: we think that this research would not have been possible without your participation. Please check the date stated and sign this page to indicate that you understand and accept the terms of this study. Thank you very much.

Date _____

I hereby declare that I consent to participate in this study. The type of research to be carried out, the procedures, risks, and benefits have been explained to me and I have had the opportunity to ask questions about any aspect of the project that have been adequately answered. I consent voluntarily and without any undue incentive. I understand that I can withdraw from this study at any time without any disadvantage.

Name and signature of the participant: _____

Signature of the person providing the information and the consent form:

Milena Chkripeska

email: milena.chkripeska@gmail.com

mob. +38971648194 and +34651608210

Annex 2 - Blank template of the diary

WEEKLY SCHEDULE - ACTIVITY TRACKING

NAME: [Your name]

WEEK 1: Dates (from-to)

MONTH AND YEAR: Month and year

	MON: <u>[01]</u>	TUES: <u>[02]</u>	WED: <u>[03]</u>	THURS: <u>[04]</u>	FRI: <u>[05]</u>	SAT: <u>[06]</u>	SUN: <u>[07]</u>
2 HOURS AFTER WAKING UP							
NEXT 2 HOURS							
NEXT 2 HOURS							
NEXT 2 HOURS							
NEXT 2 HOURS							
NEXT 2 HURS							

	MON: <u>[01]</u>	TUES: <u>[02]</u>	WED: <u>[03]</u>	THURS: <u>[04]</u>	FRI: <u>[05]</u>	SAT: <u>[06]</u>	SUN: <u>[07]</u>
NEXT 2 HOURS							
BEFORE GOING TO BED							

NAME: [Your name]

WEEK 2: Dates (from-to)

MONTH AND
YEAR: Month and year

	MON: <u>[01]</u>	TUES: <u>[02]</u>	WED: <u>[03]</u>	THURS: <u>[04]</u>	FRI: <u>[05]</u>	SAT: <u>[06]</u>	SUN: <u>[07]</u>
DAILY REPORT							

Annex 3 - Questionnaire for all freelance translators

Topic: A model strategy for success in the market of freelance translators: key determiners

Questionnaire for the PhD research "A model strategy for success in the market of freelance translators: key determiners" by Milena Chkripeska, PhD candidate at the Universidad Autónoma de Madrid

*** Required**

1. Email address *

2. Did you choose the language combination(s) in demand for this profession? *

Mark only one oval.

☐ Yes

☐ No

3. Please state your language combination(s) here *

4. Did you choose your specialisation or was your specialisation that chose you? *

Mark only one oval.

☐ Yes, I chose it

☐ No, it chose me

5. Please state your specialisations here: *

6. Do you attend translation related trainings, workshops, courses, powwows, seminars, conferences? *

Mark only one oval.

☐ Yes

☐ No

7. During your work as a freelance translator, have you ever thought of a strategy for success? *

Mark only one oval.

☐ Yes

☐ No

8. Do you translate into your mother tongue only? *

Mark only one oval.

☐ Yes

☐ No

9. Do you believe that diversification of services can be considered an asset? *

Mark only one oval.

☐ Yes

☐ No

10. Do you believe that your linguistic skills are not enough in order to succeed in the market of freelance translators? *

Mark only one oval.

☐ Yes

☐ No

11. Which of the following competences and skills would be important for you in terms of being a successful freelance translator? Check all that apply. *

Check all that apply.

☐ Linguistic* competences and skills

☐ Technical competences and skills

☐ Psychological competences and skills

☐ Business competences and skills

☐ *Linguistic is used as an umbrella term to cover all subcompetences and skills necessary to deliver high-quality translation (translation, bilingual, thematic, research, cultural, strategic, instrumental)

12. In your opinion, which of the following segments is/are the most important if you are to pursue a successful career as a freelancer? Check all that apply. If you choose 'Other', please specify. *

Check all that apply.

- ☐ Qualifications
- ☐ Marketing
- ☐ Quality assurance procedures
- ☐ Diversification of services
- ☐ Training
- ☐ Rates negotiation
- ☐ Specialisation (expertise)
- ☐ Timely delivery of translations
- ☐ Use of CAT tools
- ☐ Fight against non-payers
- ☐ Kind, friendly and yet professional approach in the communication with clients
- ☐ Deadline rearrangement
- ☐ Relevant experience
- ☐ Attitude towards free test translations

Other: ☐ _____

13. How do you usually manage to make the non-payers pay your invoice? Check all that apply. If you choose 'Other', please specify. *

Check all that apply.

- ☐ I send several reminders
- ☐ I phone them and kindly ask them to pay my invoice as soon as possible
- ☐ I threaten them that I am going to sue them
- ☐ I make a negative Blue Board entry on ProZ.com / I make a negative feedback in the Hall of Fame and Shame on Translators Café, etc.

Other: ☐ _____

14. Do you find the CAT tools useful (in regard to the price of the CAT tools vs. clients' requirements ratio)? *

Mark only one oval.

- ☐ Yes, very much
- ☐ Yes, to some extent
- ☐ No
- ☐ Not at all (Clients have never asked me to use a specific CAT tool)

15. What has been your longest period of "famine"? On a scale of 1 – 10 with 10 being the most positive, how would you describe your overall attitude regarding the famine, i.e. do you manage to retain the positive attitude and stay mentally strong? *

Mark only one oval.

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. State the period of famine here: *

17. Which methods have you employed in your own search for direct clients?
Check all methods applicable to you. If you choose 'Other', please specify. *

Check all that apply.

- ☐ a) Networking
- ☐ - Join associations, organizations, etc.
- ☐ - Ask for referrals and recommendations, etc.
- ☐ - Write articles, books, a blog, etc.
- ☐ b) Cold-calling (e-mailing)
- ☐ - Seek out a mix of general local and specialized businesses
- ☐ - Expect a 1% response rate
- ☐ - Keep it short, respect client's time
- ☐ - Personalize e-mails, be charming, don't sound like an essay, aka spam
- ☐ c) Samples/mistake fishing
- ☐ - Look for mistakes on potential client's website or in other materials (then send it to a cold-call contact with a friendly message)
- ☐ - Proactively translate something from potential client's website or some other material (then send it to a cold-call contact with a friendly message)
- ☐ d) Newsletter
- ☐ - Write an article regarding translation that is relevant to potential client and send it to them
- Other: ☐ _____

18. Since freelance translators' job is a sedentary one, do you manage to avoid physical burnout and find time at least 2-3 a week in your schedule to do strengthening and stretching exercises? If you choose 'Other', please specify. *

Mark only one oval.

- ☐ Yes
- ☐ No
- ☐ Other: _____

19. Do you consider yourself a successful freelance translator? Please provide your own definition of success (try to summarize everything in 2-3 sentences). *

20. Which of the following are important factors to make translation more valuable in the eyes of your clients? Price pressures, a viable business, happy customers - do you work on educating your clients? Check all that apply. *

Check all that apply.

- ☐ Response time to requests for quotes / information about the service
- ☐ Clarity/transparency of quotes / information
- ☐ Punctuality of translation/service delivery
- ☐ Ability to respond to urgent requests
- ☐ Ability to understand and meet expectations
- ☐ Ability to find effective solutions to language problems
- ☐ Providing useful translator's notes
- ☐ Quality / price ratio of the service
- ☐ Knowing your client and stepping into your client's mind
- ☐ Knowing your service from your client's point of view
- ☐ Knowing your colleagues, i.e. your competition
- ☐ Trying to persuade clients that "Translators are artists of the words. But when they use these high tech specialized tools, they are being the engineers of words. That is what you get when you hire a professional translator: the artist and the engineer." - Silvio Picinini

21. On a scale of 1 – 10 with 10 being the most positive, do you think your marketing material speaks your clients' language? *

Mark only one oval.

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22. Which of the following ProZ.com professional guidelines for translators do you adhere to? Check all that apply. *

Check all that apply.

☐ GENERAL GUIDELINES

☐ • being courteous in your interactions with clients, potential clients, suppliers and colleagues

☐ • maintain adequate and secure computing and working environments

☐ • represent your capabilities, credentials and levels of experience honestly and accurately

☐ • accept only work that you have the knowledge, resources and time to perform in line with agreed-upon terms

☐ PROJECT GUIDELINES

☐ • reach agreement with counter-parties, before projects start, on terms such as:

☐ • work to be delivered / performed

☐ • quality standard / requirements

☐ • data security and confidentiality requirements

☐ • method(s) of delivery

☐ • deadline(s)

☐ • payment amount(s), currency, method and timing

☐ • responsibility for any peripheral fee(s) related to payment, work delivery, etc.

☐ • permissibility of subcontracting

☐ • comply with agreed-upon terms, and endeavour to produce work that is free of defects, even when unforeseen problems are encountered

☐ • set your rates at levels sufficient to enable them to perform in line with project requirements on an ongoing basis

☐ ADDITIONAL GUIDELINES

☐ • handle documents and content that you produce in a manner consistent with agreed-upon terms

☐ • disclose, in a timely manner, any biases or conflicts of interest that may have relevance to a given project

☐ • do not bypass intermediaries to contact end clients or subcontractors without permission

☐ • attempt to resolve any disputes directly among parties involved

☐ • do not unjustly criticize other professionals and companies or their work

☐ • comply with the legal and financial obligations of your locale

☐ • strive to continually improve your skills and capabilities

☐ • capitalize on opportunities to further the industry as a whole

23. Do you believe you have enough clients? ('enough' refers to 'having a constant work load provided by a stable client base according to your preferences, time-wise, need-wise, profit-wise, ambition-wise, etc.')

Mark only one oval.

☐ Yes

☐ No

24. What is your average weekly working time in general? *

25. How many hours per week do you spend on answering and organising your emails? *

26. How many hours per week do you spend on organising your digital and paper documents? *

27. How many hours per week do you spend on marketing your services? *

28. How many hours per week do you spend on accounting activities? *

29. And last, but not least - how many hours per week do you spend on proper translation (proofreading and editing jobs included)? *

30. Are you the main bread winner in your family? *

Mark only one oval.

☐ Yes

☐ No

31. Do you manage to have enough time for entertainment (going on vacation/trips, doing sport/hobby, etc.)? *

Mark only one oval.

☐ Yes

☐ No

32. If you answered 'Yes' to the previous question, please state the corresponding activities here.

33. Do you maintain a healthy lifestyle (in terms of healthy diet, exercising, maintaining a satisfactory level of happiness, being mindful, etc.)? *

Mark only one oval.

☐ Yes

☐ No

34. Do you usually make a balance between the private and professional life? In other words, do you believe you spend enough time with your family/friends? *

Mark only one oval.

☐ Yes

☐ No

35. Do you think your professional life is stressful? *

Mark only one oval.

☐ Yes

☐ No

36. Where do you work? If you choose 'Other', please specify. *

Mark only one oval.

☐ At home

☐ At the local library

☐ In a cafeteria/bar

☐ I share office with other freelancers

☐ Other: _____

37. Have you considered moving to another country where the standard of living is lower, but still the quality of life is satisfactory? *

Mark only one oval.

☐ Yes

☐ No

38. Have you considered moving to another country/registering your company in another country to benefit from the lower taxes? *

Mark only one oval.

☐ Yes

☐ No

39. Do you use a specific business management system, accounting including? If you choose 'Other', please specify. *

Mark only one oval.

☐ Yes

☐ No

☐ Other: _____

40. Do you believe you have good time management skills? *

Mark only one oval.

☐ Yes

☐ No

41. In general, do you feel happy about being a freelance translator? *

Mark only one oval.

☐ Yes

☐ No

42. Are you a full-time or part-time freelancer? *

Mark only one oval.

☐ Full time

☐ Part time

43. Where do you live? Please state the country. *

44. Do you have formal education in translation? *

Mark only one oval.

☐ Yes

☐ No

45. If you do not have formal education in translation, choose one of the following options. If you choose 'Other', please specify.

Mark only one oval.

☐ student

☐ freelancers with other education but experts in certain area - state both the education and area of expertise

☐ language teacher/professor working as a part-time freelancer

☐ bilingual speaker

☐ Other: _____

46. Please state the years of experience that you have as a freelance translator and/or translator in general. *

47. Name of the respondent. If you prefer to stay anonymous, simply write 'Anon.' *

48. Place and date *

NOTE:

By sending this questionnaire you are indicating that you have read the informed consent form available at <https://drive.google.com/file/d/14LxjtNkRRaVOEnJoo3yjyy60X3hx08K6/view>, and that you agree to the terms and conditions thereof. If you have any questions, or would like a copy of this consent form, please contact me at milena.ckripeska@gmail.com

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Annex 4 - Questionnaire for clients

Topic: A model strategy for success in the market of freelance translators: key determiners

Questionnaire for the PhD research "A model strategy for success in the market of freelance translators: key determiners" by Milena Chkripeska, PhD candidate at the Universidad Autónoma de Madrid

* Required

1. Email address *

2. Do you appreciate when translators are offering complete service (translation and proofreading, for instance, instead of translation only? *

Mark only one oval.

☐ Yes

☐ No

3. Do you prefer to work with translators that use CAT tools? *

Mark only one oval.

☐ Yes

☐ No

4. Do you apply same application criteria when starting cooperation with experienced and novice translators? *

Mark only one oval.

☐ Yes

☐ No

5. Do you ask your potential translators to do test translation? *

Mark only one oval.

☐ Yes

☐ No

6. Do you agree to pay for the test translation if an experienced translator rejects to do it for free? *

Mark only one oval.

☐ Yes

☐ No

7. Do you appreciate when translators are asking questions about the project (both from technical and linguistic aspect) and pointing out possible errors in the source files? *

Mark only one oval.

☐ Yes

☐ No

8. What is the most usual way you find translators for your projects *

9. Do you believe social networks and personal branding are important for the freelance translators to become more noticeable on the market? *

Mark only one oval.

☐ Yes

☐ No

10. Do you prefer to work who are involved with professional organisations? *

Mark only one oval.

☐ Yes

☐ No

11. Do you value more translators who attend translation related seminars/conferences? *

Mark only one oval.

☐ Yes

☐ No

12. Do you think translators who know how to market their professional services can be more successful than the others? *

Mark only one oval.

☐ Yes

☐ No

13. In cases of tight deadlines, would you prefer to use the crowdsourcing technique or would rather ask your client for possible extension of the deadline? If you choose 'Other', please specify. *

Mark only one oval.

- ☐ Yes, I would rather crowdsource the job
- ☐ No, I would ask the client for an extension of the deadline
- ☐ Other: _____

14. Is there a growing trend of machine translation and post-editing related projects in your company? *

Mark only one oval.

- ☐ Yes
- ☐ No

15. Do you apply strict measures toward translators who miss the deadline? *

Mark only one oval.

- ☐ Yes
- ☐ No

16. Do you think freelance translator should have their strategy for success? *

Mark only one oval.

- ☐ Yes
- ☐ No

17. Do you prefer to work with translators who specialize in some field? *

Mark only one oval.

☐ Yes

☐ No

18. Do you think that translators who attend translation related trainings, workshops, courses, powwows, seminars, conferences can provide better service? *

Mark only one oval.

☐ Yes

☐ No

19. Do you usually work with translators who are native in the target language? *

Mark only one oval.

☐ Yes

☐ No

20. If you prefer to hire native speakers, do you still sometimes consider non-native translators in order to benefit from the lower rates? *

Mark only one oval.

☐ Yes

☐ NO

☐ Not applicable

21. Do you believe that diversification of services can be considered an asset for the translators that you cooperate with? *

Mark only one oval.

☐ Yes

☐ No

22. Do you believe that freelance translator's linguistic skills are not enough in order to succeed in the market of freelance translators? *

Mark only one oval.

☐ Yes

☐ No

23. Which are the competences and skills that freelance translators that you (would like to) cooperate with should consider and possess? Check all that apply. *

Check all that apply.

☐ Linguistic* competences and skills

☐ Technical competences and skills

☐ Psychological competences and skills

☐ Business competences and skills

☐ *Linguistic is used as an umbrella term to cover all subcompetences and skills necessary to deliver high-quality translation (translation, bilingual, thematic, research, cultural, strategic, instrumental)

24. In your opinion, which of the following segments are important for you when choosing a translator for your project? Check all that apply. *

Check all that apply.

- ☐ Qualifications
- ☐ Good marketing material
- ☐ Reasonable rates
- ☐ Specialisation (expertise)
- ☐ Diversification of services
- ☐ Use of CAT tools
- ☐ Relevant experience

Other: ☐ _____

25. Do you usually work with well established and successful translators? *

Mark only one oval.

- ☐ Yes
- ☐ No

26. Which of the following are important factors to make translation more valuable in your eyes? *

Mark only one oval.

- ☐ Response time to requests for quotes / information about the service
- ☐ Clarity/transparency of quotes / information
- ☐ Punctuality of translation/service delivery
- ☐ Ability to respond to urgent requests
- ☐ Ability to understand and meet expectations
- ☐ Ability to find effective solutions to language problems
- ☐ Providing useful translator's notes
- ☐ Quality / price ratio of the service

27. Which of the following ProZ.com professional guidelines do you believe you as a translation company/client and translators that you work with should adhere to? Check all that apply. *

Check all that apply.

☐ General guidelines

☐ • are courteous in their interactions with clients, potential clients, suppliers and colleagues

☐ • maintain adequate and secure computing and working environments

☐ • represent their capabilities, credentials and levels of experience honestly and accurately

☐ • accept only work that they have the knowledge, resources and time to perform in line with agreed-upon terms

☐ Project guidelines

☐ • reach agreement with counter-parties, before projects start, on terms such as:

☐ • work to be delivered / performed

☐ • quality standard / requirements

☐ • data security and confidentiality requirements

☐ • method(s) of delivery

☐ • deadline(s)

☐ • payment amount(s), currency, method and timing

☐ • responsibility for any peripheral fee(s) related to payment, work delivery, etc.

☐ • permissibility of subcontracting

☐ • comply with agreed-upon terms, and endeavor to produce work that is free of defects, even when unforeseen problems are encountered

☐ • set their rates at levels sufficient to enable them to perform in line with project requirements on an ongoing basis

☐ Outsourcing guidelines

☐ • screen subcontractors with the diligence required to help ensure that agreed-upon terms can be met

☐ • manage projects in such a way that subcontractors are given sufficient time to meet project requirements on an ongoing basis

☐ • exercise reasonable diligence to ensure the quality of source documents passed to subcontractors

☐ • provide reference materials, when possible, to support subcontractors in producing quality work

☐ • pay subcontractors at levels that make it possible to complete work in line with project requirements on an ongoing basis

☐ • accept responsibility for the quality of work they deliver to clients, whether or not that work has been subcontracted

☐ Additional guidelines

☐ • handle documents and content that they produce in a manner consistent with agreed-upon terms

- ☐ • disclose, in a timely manner, any biases or conflicts of interest that may have relevance to a given project
- ☐ • do not bypass intermediaries to contact end clients or subcontractors without permission
- ☐ • attempt to resolve any disputes directly among parties involved
- ☐ • do not unjustly criticize other professionals and companies or their work
- ☐ • comply with the legal and financial obligations of their locale
- ☐ • strive to continually improve their skills and capabilities
- ☐ • capitalize on opportunities to further the industry as a whole

28. Do you believe freelance translators should have good time management skills?

*

Mark only one oval.

☐ Yes

☐ No

29. Do you prefer to work with full-time or part-time freelancers? *

Mark only one oval.

☐ With full-time translators

☐ With part-time translators

30. Do you prefer to work with translators who have formal education in translation?

*

Mark only one oval.

☐ Yes

☐ No

☐ Other: _____

31. As a client, which of the following freelance translators would you choose for an engineering translation project: *

Mark only one oval.

- ☐ The kind and immediately available translator with degree in translation or interpreting; a native speaker of the target language, who specializes in engineering translations; he/she offers a high rate and agrees to use Trados for the translation; he/she has 5 years of experience and agrees to complete the translation even before the deadline
- ☐ The arrogant bilingual engineer who claims that he is the best choice due to his extensive experience of more than 20 years; he/she offers the highest rate and is not willing to work in Trados; he/she is asking for an extension of the deadline as he/she is currently working on another 'more urgent' project
- ☐ the engineering student who is residing in the country where the source language of your text is spoken, thus claiming to be bilingual; he/she has never heard of CAT tools, but he/she promises to deliver the translation on time; he/she offers a very low rate, but he is guaranteeing top quality service

32. Would you provide a testimonial or recommendation for the translators you have worked with? *

Mark only one oval.

- ☐ Yes
- ☐ No

33. Which country are you based in? *

34. Name of the company/translation agency. If you prefer to stay anonymous, simply write 'Anon.' *

35. Place and date *

NOTE:

By sending this questionnaire you are indicating that you have read the informed consent form available at <https://drive.google.com/file/d/14LxjtNkRRaVOEnJoo3yjyy60X3hx08K6/view>, and that you agree to the terms and conditions thereof. If you have any questions, or would like a copy of this consent form, please contact me at milena.ckripeska@gmail.com

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Annex 5- E-mail interview for the top-rated freelance translators

Topic: A model strategy for success in the market of freelance translators: key determiners

E-mail interview for the PhD research "A model strategy for success in the market of freelance translators: key determiners" by Milena Chkripeska, PhD candidate at the Universidad Autónoma de Madrid

*** Required**

1. Email address *

2. Why did you choose to go freelance rather than working as an in-house translator? *

3. Please explain how you prepare yourself for a translation project. *

4. What has been your greatest career success so far? *

5. Do you believe social networks and personal branding are significant for your current position? *

6. How did you make your name in the translation industry? *

7. Please provide some details regarding your first client hunting? *

8. Are you involved with professional organizations and do you consider them important for your success? *

9. How do you market your professional services? *

10. Have you ever missed a deadline? If not, please explain how have you achieved that. Do you have any tips in terms of organization and productivity? *

11. How do you fight against low rates resulting from the globalization of rates, but also from supply of services offered by unqualified translators? *

12. How long have you been providing translation or interpreting services? Please state the years of experience that you have as a freelance translator and/or translator in general. *

13. What is your quality assurance policy? *

14. Are you registered or do you contemplate being registered to any of the ISO standards? *

15. Describe the checking/validation procedure you use to ensure your customers receive quality materials/service? *

16. Describe how you keep your capabilities up-to-date related to language, field(s) of expertise and translation tools (i.e. training programs, association memberships, certifications, continuous education, etc.) *

17. Describe your customer service procedure. *

18. Do you measure customer satisfaction? If so, how? *

19. Did you choose the language combination(s) in demand for this profession? *

Mark only one oval.

☐ Yes

☐ No

20. Please state your language combination(s) here. *

21. Did you choose your specialisation or was your specialisation that chose you? *

Mark only one oval.

- ☐ Yes, I chose it
- ☐ No, it chose me

22. Please state your specialisations here. *

23. Do you attend translation related trainings, workshops, courses, powwows, seminars, conferences? *

Mark only one oval.

- ☐ Yes
- ☐ No

24. During your work as a freelance translator, have you ever thought of a strategy for success? *

Mark only one oval.

☐ Yes

☐ No

25. Do you translate into your mother tongue only? *

Mark only one oval.

☐ Yes

☐ No

26. Do you believe that diversification of services can be considered an asset? *

Mark only one oval.

☐ Yes

☐ No

27. Do you believe that your linguistic skills are not enough in order to succeed in the market of freelance translators? *

Mark only one oval.

☐ Yes

☐ No

28. Which of the following competences and skills would be important for you in terms of being a successful freelance translator? Check all that apply. *

Check all that apply.

- ☐ Linguistic* competences and skills
- ☐ Technical competences and skills
- ☐ Psychological competences and skills
- ☐ Business competences and skills
- ☐ *Linguistic is used as an umbrella term to cover all subcompetences and skills necessary to deliver high-quality translation (translation, bilingual, thematic, research, cultural, strategic, instrumental)

29. In your opinion, which of the following segments is/are the most important if you are to pursue a successful career as a freelancer? Check all that apply. If you choose 'Other', please specify. *

Check all that apply.

- ☐ Qualifications
- ☐ Marketing
- ☐ Quality assurance procedures
- ☐ Diversification of services
- ☐ Training
- ☐ Rates negotiation
- ☐ Specialisation (expertise)
- ☐ Timely delivery of translations
- ☐ Use of CAT tools
- ☐ Fight against non-payers
- ☐ Kind, friendly and yet professional approach in the communication with clients
- ☐ Deadline rearrangement
- ☐ Relevant experience
- ☐ Attitude towards free test translations

Other: ☐ _____

30. How do you usually manage to make the non-payers pay your invoice? Check all that apply. If you choose 'Other', please specify. *

Check all that apply.

- ☐ I send several reminders
- ☐ I phone them and kindly ask them to pay my invoice as soon as possible
- ☐ I threaten them that I am going to sue them
- ☐ I make a negative Blue Board entry on ProZ.com / I make a negative feedback in the Hall of Fame and Shame on Translators Café, etc.

Other: ☐ _____

31. Do you find the CAT tools useful (in regard to the price of the CAT tools vs. clients' requirements ratio)? *

Mark only one oval.

- ☐ Yes, very much
- ☐ Yes, to some extent
- ☐ No
- ☐ Not at all (Clients have never asked me to use a specific CAT tool)

32. What has been your longest period of "famine"? On a scale of 1 – 10 with 10 being the most positive, how would you describe your overall attitude regarding the famine, i.e. do you manage to retain the positive attitude and stay mentally strong? *

Mark only one oval.

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

33. State the period of famine here: *

34. Which methods have you employed in your own search for direct clients?
Check all methods that have proven to be successful to you. If you have tried other methods not listed here, please also choose 'Other' and specify them. *

Check all that apply.

- ☐ a) Networking
- ☐ - Join associations, organizations, etc.
- ☐ - Ask for referrals and recommendations, etc.
- ☐ - Write articles, books, a blog, etc.
- ☐ b) Cold-calling (e-mailing)
- ☐ - Seek out a mix of general local and specialized businesses
- ☐ - Expect a 1% response rate
- ☐ - Keep it short, respect client's time
- ☐ - Personalize e-mails, be charming, don't sound like an essay, aka spam
- ☐ c) Samples/mistake fishing
- ☐ - Look for mistakes on potential client's website or in other materials (then send it to a cold-call contact with a friendly message)
- ☐ - Proactively translate something from potential client's website or some other material (then send it to a cold-call contact with a friendly message)
- ☐ d) Newsletter
- ☐ - Write an article regarding translation that is relevant to potential client and send it to them
- Other: ☐ _____

35. Since freelance translators' job is a sedentary one, do you manage to avoid physical burnout and find time at least 2-3 a week in your schedule to do strengthening and stretching exercises? If you choose 'Other', please specify. *

Mark only one oval.

- ☐ Yes
- ☐ No
- ☐ Other: _____

36. Since you have already established yourself as a top-rated freelance translator, please provide your own definition of success. *

37. Which of the following are important factors to make translation more valuable in the eyes of your clients? Price pressures, a viable business, happy customers - do you work on educating your clients? Check all that apply. *

Check all that apply.

- ☐ Response time to requests for quotes / information about the service
- ☐ Clarity/transparency of quotes / information
- ☐ Punctuality of translation/service delivery
- ☐ Ability to respond to urgent requests
- ☐ Ability to understand and meet expectations
- ☐ Ability to find effective solutions to language problems
- ☐ Providing useful translator's notes
- ☐ Quality / price ratio of the service
- ☐ Knowing your client and stepping into your client's mind
- ☐ Knowing your service from your client's point of view
- ☐ Knowing your colleagues, i.e. your competition
- ☐ Trying to persuade clients that "Translators are artists of the words. But when they use these high tech specialized tools, they are being the engineers of words. That is what you get when you hire a professional translator: the artist and the engineer." - Silvio Picinini

38. On a scale of 1 – 10 with 10 being the most positive, do you think your marketing material speaks your clients' language? *

Mark only one oval.

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

39. Which of the following ProZ.com professional guidelines for translators do you adhere to? Check all that apply. *

Check all that apply.

☐ GENERAL GUIDELINES

☐ • being courteous in your interactions with clients, potential clients, suppliers and colleagues

☐ • maintain adequate and secure computing and working environments

☐ • represent your capabilities, credentials and levels of experience honestly and accurately

☐ • accept only work that you have the knowledge, resources and time to perform in line with agreed-upon terms

☐ PROJECT GUIDELINES

☐ • reach agreement with counter-parties, before projects start, on terms such as:

☐ • work to be delivered / performed

☐ • quality standard / requirements

☐ • data security and confidentiality requirements

☐ • method(s) of delivery

☐ • deadline(s)

☐ • payment amount(s), currency, method and timing

☐ • responsibility for any peripheral fee(s) related to payment, work delivery, etc.

☐ • comply with agreed-upon terms, and endeavour to produce work that is free of defects, even when unforeseen problems are encountered

☐ • set your rates at levels sufficient to enable them to perform in line with project requirements on an ongoing basis

☐ ADDITIONAL GUIDELINES

☐ • handle documents and content that you produce in a manner consistent with agreed-upon terms

☐ • disclose, in a timely manner, any biases or conflicts of interest that may have relevance to a given project

☐ • do not bypass intermediaries to contact end clients or subcontractors without permission

☐ • attempt to resolve any disputes directly among parties involved

☐ • do not unjustly criticize other professionals and companies or their work

☐ • comply with the legal and financial obligations of your locale

☐ • strive to continually improve your skills and capabilities

☐ • capitalize on opportunities to further the industry as a whole

40. Do you believe you have enough clients? ('enough' refers to 'having a constant work load provided by a stable client base according to your preferences, time-wise, need-wise, profit-wise, ambition-wise, etc.')

Mark only one oval.

☐ Yes

☐ No

41. Are you the main bread winner in your family?

Mark only one oval.

☐ Yes

☐ No

42. Do you manage to have enough time for entertainment (going on vacation/trips, doing sport/hobby, etc.)?

Mark only one oval.

☐ Yes

☐ No

43. If you answered 'Yes' to the previous question, please state the corresponding activities here.

44. Do you maintain a healthy lifestyle (in terms of healthy diet, exercising, maintaining a satisfactory level of happiness, being mindful, etc.)? *

Mark only one oval.

☐ Yes

☐ No

45. Do you usually make a balance between the private and professional life? In other words, do you believe you spend enough time with your family/friends? *

Mark only one oval.

☐ Yes

☐ No

46. Do you think your professional life is stressful? *

Mark only one oval.

☐ Yes

☐ No

47. Where do you work? Check all that apply. If you choose 'Other', please specify. *

Check all that apply.

☐ At home

☐ At the local library

☐ In a cafeteria/bar

☐ I share office with other freelancers

Other: ☐ _____

48. Have you considered moving to another country where the standard of living is lower, but still the quality of life is satisfactory? *

Mark only one oval.

- ☐ Yes
- ☐ No
- ☐ Other: _____

49. Have you considered moving to another country/registering your company in another country to benefit from the lower taxes? *

Mark only one oval.

- ☐ Yes
- ☐ No

50. Do you use a specific business management system, accounting including? If you choose 'Other', please specify. *

Mark only one oval.

- ☐ Yes
- ☐ No
- ☐ Other: _____

51. Do you believe you have good time management skills? *

Mark only one oval.

- ☐ Yes
- ☐ No

52. In general, do you feel happy about being a freelance translator? *

Mark only one oval.

☐ Yes

☐ No

53. Are you a full-time or part-time freelancer? *

Mark only one oval.

☐ Full time

☐ Part time

54. Where do you live? Please state the country. *

55. Do you have formal education in translation? *

Mark only one oval.

☐ Yes

☐ No

56. If you do not have formal education in translation, choose one of the following options. If you choose 'Other', please specify.

Mark only one oval.

☐ student

☐ freelancers with other education but experts in certain area - state both the education and area of expertise

☐ language teacher/professor working as a part-time freelancer

☐ bilingual speaker

☐ Other: _____

57. Name and surname of the respondent. If you prefer to stay anonymous, simply write 'Anon.' *

58. Place and date *

NOTE:

By sending the responses you are indicating that you have read the informed consent form available at <https://drive.google.com/file/d/14LxjtNkRRaVOEnJoo3yjyy60X3hx08K6/view>, and that you agree to the terms and conditions thereof. If you have any questions, or would like a copy of this consent form, please contact me at milena.ckripeska@gmail.com

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Annex 6 - List of powwows and text of the powwows invitation

List of the ProZ.com powwows:

17 March 2017 in Santiago de Compostela (Spain)

20 March 2017 in Vigo (Spain)

3 April 2017 in Debrecen (Hungary)

8 April 2017 in Skopje (Republic of Macedonia)

21 April 2017 in Hamburg (Germany)

18 May 2017 in Valladolid (Spain)

23 May 2017 in Madrid (Spain)

2 June 2017 in Corallejo, Fuerteventura (Spain)

7 June 2017 in Las Palmas, Gran Canaria (Spain)

12 June 2017 in San Cristóbal de La Laguna, Tenerife (Spain)

21 June 2017 in Barcelona (Spain)

20 July 2017 in Amsterdam (The Netherlands)

Content of the powwows invitation:

Hello, everyone!

I'm making a study trip (your town being part of it) related to the PhD research "A model strategy for success in the market of freelance translators: key determiners" that I'm currently working on.

I believe you'll find the topic of this research intriguing and I'd like to invite you to come and share your experience.

The purpose of this powwow is to meet fellow translators from your town and its region, to build a network of colleagues, business associates and more, and last but not least - to have fun!

On a work side note, speaking of which your support would be greatly appreciated, I'm bringing a questionnaire related to this research and you will be invited to fill it out if you feel like doing it. No worries, it'll take you not more than 10-15 min. and then we'll be ready to start off the evening/weekend in a super friendly atmosphere!